



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 23rd May 2024, Donnington Park Hotel, Donnington, Newbury.

Present:

David Orr CBE	-	Chair
Dame Jenny Abramsky	-	Deputy Chair
Nigel Annett CBE	-	Trustee <i>(virtual)</i>
Bronagh Kennedy	-	Trustee
Sir James Bevan	-	Trustee
Chris Fellingham	-	Trustee
Janet Hogben	-	Trustee <i>(virtual)</i>
Jennie Price CBE	-	Trustee
Ian Peters	-	Trustee

In attendance:

Richard Parry	-	Chief Executive
Anne Gardner-Aston	-	Director of Health & Safety
Heather Clarke	-	Strategy & Impact, Director
Steve Dainty	-	Finance Director
Tom Deards	-	Legal & Governance Director
Maggie Gardner	-	Fundraising Director
Malcolm Horne	-	Chief Infrastructure & Programmes Officer
Susie Mather	-	Director of Communications and External Relations
Stuart Mills	-	Chief Investment Officer
Karen Seth	-	People Director
Julie Sharman	-	Chief Operations Officer
Mazvita Horton	-	Head of Chief Executive's Office
Sharan Madeley	-	Corporate Governance Manager <i>(minutes)</i>
David Prisk	-	Reservoir Asset Manager (item <i>(Reservoirs Annual Report)</i>)

24/027 APOLOGIES FOR ABSENCE

The Chairman expressed the thanks of the Board to the regional team for the arrangements made for the site visit at the Kennett and Avon Canal.

Apologies for absence were noted from Sir Chris Kelly and Tim Reeve

24/028 DECLARATION OF INTERESTS

The Board received and noted the Register of Interests report.

24/029 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the meeting held on the 21st March 2024 were approved as a true and accurate record of the meeting.

The matters arising report was noted by the Board with all outstanding actions complete.

The following specific updates were provided:

Fundraising Strategy

M. Gardner updated the Board on discussions relating to the Fundraising Strategy. The Chair noted the proposals that the Fundraising Group would be constituted as a Fundraising Committee. The Trust would approach external stakeholders as co-opted members on the Committee. It was noted that an update on the Fundraising Strategy would be presented to the July meeting.

Toddbrook Reservoir

It was noted that the paper on lessons learned from the Toddbrook repair works project was scheduled for November 2025, following the conclusion of the works. Trustees were keen to get N. Annett's perspective before stepping down from the Board this September.

Action: *It was suggested that, ahead of stepping down as a Trustee in September, N. Annett provides his thoughts to the Board on the Toddbrook repair works.*

24/030 CHAIRMAN'S WELCOME

General Election

The Board discussed the national announcement in relation to the general election announced for the 4th July 2024.

The key discussion points included:

- A proposal to request the incoming government to initiate a review of inland waterways in England and Wales, to align to strategic challenges of a new government, noting that any review must be seen as credible and independent.
- The importance for the Trust's regional teams to engage with new MPs to promote the value of the work of the Trust.
- The need to bring together all stakeholders during the election period and beyond, including Council membership, boating customers and wider boating organisations.

DECISION: *S. Mather to circulate the draft government review proposals to Trustees following the meeting.*

24/031 CHIEF EXECUTIVE'S INTRODUCTION

R. Parry provided an introduction to the meeting, by going through a number of key Trust activities since the last Board meeting which included:

- Easenhall Cutting (Oxford Canal) which had reopened on the 18th of May 2024 to navigation following 3 months of work.
- Dredging work was due to complete to remove silt banks on the River Kennet.
- The cost to the Trust of repairing winter storm damage across the network was now estimated to be approaching c£10.m
- The Trust had seen significant media coverage, which included Narrow Escapes on Channel 4 and promotional videos recorded with Dan Snow and Mark Evans under the title “discovering what it takes to keep canals alive”.
- It had been confirmed that HM The King confirmed his Royal Patronage with the Trust.

24/032 BOATER SATISFACTION AND ACTION PLAN

R. Parry introduced the paper with contributions from J. Sharman and H. Clarke, noting that the purpose of the report was to present the results and insight and discuss with the Board the recent Boater Satisfaction Survey 2024 which indicated a further decline in boater satisfaction. The report outlined the proposed actions in response to the survey findings and related feedback from our engagement with Council Boater representatives, the National Customer Contact Report and a general review of the external environment.

The Boater Satisfaction Survey was an annual survey of a sample of c11,500 boaters undertaken for a 3-week period by DJS, the Trust's third-party survey provider following a comprehensive data verification exercise on Trust boating customers, with over 10% response rate.,

The Board discussed the key points which included:

- The critical importance of improving boater satisfaction as a priority for the Trust which may need a review of the Trust's approach and resource management in this area.
- The downward trend of boater satisfaction over several years, which suggested a longer-term issue and the need to develop a plan to better engage with boating customers and to listen and respond to their concerns
- The importance of the Trust's boating customers as key advocates for the charity and the need for the Trust to build its relationship with these stakeholders over the long-term.
- Ongoing media coverage regarding the increase in licence fees for continuous cruisers and the strength of feeling from elected boater representatives at the March Council meeting, with views expressed that the Trust was prioritising infrastructure spend over navigation and boating facilities

- Trustees had witnessed first-hand the challenges arising from winter floods on the previous day's site visit on the River Kennet in Newbury, where the navigation was still closed after several months.
- The importance of proactive, open and honest boater communications, particularly around stoppages (to mitigate disruption to planning trips)

Action: (a) *To bring a further report to the July Board to set out the Trust's Customer Engagement Plan in response to the Boater Satisfaction Survey.*
(b) *Later in the year, following engagement with Boater reps and others, the Board should receive a plan to improve satisfaction over the long-term.*

24/033 KEY PERFORMANCE INDICATORS – B23 PERFORMANCE REVIEW AND B24 TARGETS

R. Parry presented the report on the key performance indicators to provide an overview of the 2023/2024 performance against the B23 targets for the suite of non-financial KPIs and to set out the key factors and external drivers affecting performance. Where the targets had not been achieved; the report details the actions to address during 2024/2025.

The key discussion points included:

- The Trust's achievement in reaching a number of the key targets and the need to analyse how this has been achieved as well as why others had not been reached, particularly boater satisfaction, diversity and brand recognition.
- The importance of a limited number of meaningful KPIs to aim for continuous improvement by setting ambitious but achievable targets..
- The merits in setting longer term targets, perhaps over 5 years or longer, particularly in areas where the Trust had more work to do, such as boater satisfaction and diversity.
- The need to develop a target to achieve net zero, noting that further work was underway with an update to be provided to the Board at a future meeting.

DECISION: *The Board approved the revised KPI targets for B24 set out the report.*

24/034 LONG TERM FINANCIAL MODEL

S. Dainty introduced the paper, which detailed the current iteration of the Trust's long term financial model and set out three separate scenarios (a base case, an 'upside' and a 'downside'), to reflect variables around a number of factors such as use of the protected asset fund, infrastructure spend and fundraising income.

The Board thanked S. Dainty and the Executive team for the report and discussed key points including:

- The scale of the challenges faced by the Trust to reach long-term financial sustainability by avoiding permanent and irreversible erosion of the protected asset fund,
- The importance of continuing to focus on increasing income as far as possible, noting the level of ambition on fundraising and other sources of income already 'baked in' to the base case model.
- Tolerance around asset risk and network availability as key driving factors for infrastructure and operational spend
- The importance of communicating the scale of the challenge to stakeholders, including any new government.
- The importance of securing a viable network the Trust could sustainably operate and maintain even in a 'downside' scenario.

24/035 RESERVOIRS ANNUAL REPORT

M. Horne introduced David Prisk, Reservoirs Asset Manager, for the presentation of the detailed Reservoirs Annual Report.

The Trustees noted the following key points:

- Delivery of improved access to March Haigh reservoir which was located high on the Pennine moorland previously only accessible on foot via one mile of unmade footpath.
- Urgent wave protection repairs to Marsworth reservoir, with the project raised in December 2023 and delivered successfully by March 2024. This was a good demonstration of how the Trust can react quickly when urgent repairs were required.
- The main construction phase for the major project at Toddbrook commenced in Autumn 2022 and was forecast to be completed in October 2025. Due to the importance of this project, a separate paper was presented to the March Board meeting.
- Trustees noted the significantly improved maturity of the Trust's approach to reservoir safety management in recent years, with D. Prisk and the reservoir engineers showing best practice in managing this key area of risk.
- The importance of long-term succession planning in the reservoir team was also recognised by Trustees.

The Chair thanked D. Prisk for the report and presentation noting that it was clear from the report and the presentation that the Board could be assured that the appropriate actions were being done with inspections in place.

DECISION: *To bring the proposed way forward for Swellands back to the Board once decided*

24/036 GOVERNANCE REPORT

TD summarised the Governance report which had been previously circulated and included:

- (a) The Board **NOTED** that following approvals obtained at the March 2024 Board the sale of Canal River Reinsurance DAC to Ashbrooke was duly completed on the 27th March 2024.
- (b) The Board **NOTED** the annual reports from the Fishing & Angling, Navigation, Youth Engagement and Cultural Heritage National Advisory Groups.
- (c) The Board **APPROVED** the form of the CIC Deed of Covenant and authorised the Legal & Governance Director to make any non-material changes and seal the Deed on behalf of the Trust following CIC approval,
- (d) The Board **APPROVED** the appointment of Stephen Bosworth (the Trust's National Operational Property Manager) as a director of Limehouse Basin Management Limited.
- (e) The Board **NOTED the** Ethical Fundraising Policy Statement and agreed that this should be taken forward in consultation with the Fundraising Committee before bringing back to the July Board for approval.
- (f) The Board **APPROVED** to the formal constitution of a Fundraising Committee as a formal Committee of the Board under Article 9 and the Trust Articles of Association and to appoint the current membership of the Fundraising Trustee Working Group (Dame Jenny Abramsky as Chair, Sir Chris Kelly, Ian Peters and Bronagh Kelly).
- (g) The Board **NOTED** that the Joint Council and Trustee Appointment Committee had been duly re-constituted following the election of 3 Council Members, Andrew Phasey, Trevor Clark and Scott Martin,
- (h) The Board **APPROVED**, under the Scheme of Delegation, to make changes to the Trust bank mandate signatories and authorised the Chair and Company Secretary to sign the relevant bank forms on behalf of the Trust.
- (i) The Board **RATIFIED** the appointments of new Members of the Southwest Regional Advisory Board for an initial term of 3 years, David Shipley, Adrian Robins and Oda Dijksterhuis
- (j) The Board **RECEIVED** the Harbour Management Board Update noting that a deep dive had been scheduled for the January Audit & Risk Committee meeting.
- (k) The Board **RECEIVED** the minutes from the recent Joint Council & Trustee Appointments Committee and the Government Affairs Trustee Working Group.

24/037 FORWARD PLAN

The Board of Trustees Forward Plan detailing future agenda items was received and noted.

24/038 CHIEF EXECUTIVE'S REPORT

The Board received the Chief Executive's report which included updates from individual Executive Team members, noting particularly the following:

- The Trust would have a significant presence and a series of discussions to engage boaters at the Crick Boat Festival taking place over the following Bank holiday weekend.
- Works had been successfully undertaken on the High Orchard bridge in Gloucester ahead of the annual Tall Ships event.
- It was noted that the Health & Safety report had sadly seen an increase in fatalities on the Trust's waterways. The recent investigations following colleague safety incidents and near misses were also noted.

24/39 FINANCE REPORT

S. Dainty briefly summarised the report which provided a review of actual financial performance to 31st March 2024 vs plan and vs F10 full year forecast.

The income statement indicated summary financials on an underlying management basis compared to B23 plan and F10 forecast with a detailed Appendix included within the report.

In Appendix 2 of the report, information was included regarding revised estimated works costs for Toddbrook reservoir repair.

24/40 ANY OTHER BUSINESS

There was no further business conducted.

24/41 DATE OF NEXT MEETING

- 18th July 2024



Trust Board Meeting
23 May 2024
Information & Decision Report
Trust 755

Confidential and Legally Privileged 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 to:

- 2.1 Note the sale of Canal & River Reinsurance DAC (section 3)
- 2.2 Note the National Advisory Groups Annual Report (section 4)
- 2.3 Approve the execution of the CIC Deed of Covenant (section 5)
- 2.4 Approve the appointment of directors of Limehouse Basin Management Limited (section 6)
- 2.5 Approve the Ethical Fundraising Policy Statement (section 7)
- 2.6 Note the Appointments Committee Terms of Reference (section 8)
- 2.7 Approve the formal constitution of the Board Fundraising Committee (section 9)
- 2.8 Approve changes to Trust bank signatories (section 10)
- 2.9 Note the reminder regarding Trustee ID Documentation (section 11)
- 2.10 Note the Harbour Management Board update to the Board (section 12)
- 2.10 Note the minutes of recent Board Committees and Working Groups (section 13)

3 SALE OF CANAL & RIVER REINSURANCE DAC

- 3.1 Following approvals obtained at the March Board meeting, the sale of Canal & River Reinsurance DAC to Ashbrooke was duly completed on 27 March.

4 NATIONAL ADVISORY GROUPS ANNUAL REPORT

- 4.1 A copy of the National Advisory Groups Annual Report is included with this report at [Appendix 1](#).
- 4.2 The Report summarises membership and recent activity of the following National Advisory Groups
- Fishing & Angling
 - Navigation
 - Youth Engagement
 - Cultural Heritage
- 4.3 The Environment Advisory Group is currently dormant pending a review of national priorities. Draft terms of reference and scope for a reconstituted Group have been produced, with a proposed widening to include net zero, climate adaptation and biodiversity net gain in addition to the previous focus on nature. A list of potential members is currently being compiled with the aim of making approaches over the next few months with a view to having a newly established Group operational by September.

5 CIC DEED OF COVENANT

- 5.1 At the March Board meeting, Trustees approved the entering into of a Deed of Variation in respect of the CIC Deed of Covenant for the financial years 2023/24 (with authority given to the Legal & Governance Director to seal the Deed on behalf of the Trust ahead of 31 March) as an interim step whilst a new Deed of Covenant to cover future financial years.
- 5.2 This Deed of Variation was duly sealed by the Legal & Governance Director on behalf of the Trust on 29 March 2024.
- 5.3 A new Deed of Covenant to cover future financial years has now been drafted. This Deed enables the CIC and the Trust to reconcile any payments made up to the Trust at the relevant time as set out in the Governance report the March Board meeting (to reflect the true Annual Profits of the CIC after the application of the various tax reliefs available).
- 5.4 Board approval is, therefore, sought to enter into the Deed of Covenant in the form of **Redacted** to this report and to authorise the Legal & Governance Director to make

any non-material changes and seal the Deed of behalf of the Trust following the CIC Board approval.

- 5.5 The Trust has obtained specialist tax advice to confirm that it is in the best interest of the Trust to enter into this Deed of Covenant in order to ensure that the CIC (the Trust's trading subsidiary) is able to distribute its profits to the Trust in the most tax efficient way across accounting periods.

6 APPOINTMENT OF DIRECTORS OF LIMEHOUSE BASIN MANAGEMENT LIMITED

- 6.1 Limehouse Basin Management Limited is a subsidiary of the Trust, with the Trust owning a controlling stake (with several management companies of residential blocks surrounding Limehouse Basin owning minority stakes). The Trust remains responsible for the operation and maintenance of Limehouse Basin and discharges these responsibilities through this entity.
- 6.2 Board approval is sought to appoint Stephen Bosworth (the Trust's National Operational Property Manager) as a director of the entity, alongside current directors, Brian Casey (Trust Head of Estates) and David Faull (Principal Estates Surveyor). Stephen is proposed as a director given his increasing involvement on third party contract issues relating to the Basin and appointing a third director will provide more long-term governance resilience.

7 APPROVAL OF ETHICAL FUNDRAISING POLICY STATEMENT

- 7.1 Following discussion on the draft policy statement at the March Board, a revised policy statement is included with this report. **Redacted**.
- 7.2 The revised policy statement reflects Trustee comments at the March Board meeting around exclusionary sectoral criteria for accepting donations.

8 CONSTITUTION OF BOARD FUNDRAISING COMMITTEE

- 8.1 The Board is asked to agree the formal constitution of a Fundraising Committee as a formal committee of the Board under Article 9 of the Trust Articles of Association and to appoint the current members of the Fundraising Trustee Working Group (Dame Jenny Abramsky as Chair, Sir Chris Kelly, Ian Peters and Bronagh Kelly).
- 8.2 The formalisation is intended to establish a standing Committee, with suitable governance input in terms of agenda setting, action follow-up and reporting. The Committee may also look to co-opt non-Trustee members with suitable experience and expertise.
- 8.3 The Committee will have the same functions as the Working Group (as reflected in the current Working Group Terms of Conditions) as follows:
 - a. To assist in developing the Trust's vision and strategy for fundraising;

- b. To help communicate the Trust's vision for fundraising;
- c. To review and act as a critical friend for the fundraising strategy and plans, bringing external insight, ideas and positive challenge;
- d. To act as lead advocates for the Trust and fundraising specifically – both internally and externally, with donors, in potential fundraising networks and with those who influence funding decisions;
- e. In the broadest terms, to offer support, advice and guidance to the development of a fundraising culture within the Trust;
- f. Alongside other Trustees, to contribute specialist or donor-specific advice and contact where appropriate.

9 APPOINTMENTS COMMITTEE TERMS OF REFERENCE

- 9.1 The Joint Council and Trustee Appointments Committee has been duly re-constituted following the election of 3 Council members (Andrew Phasey, Trevor Clark and Scott Martin).
- 9.2 The newly constituted Committee held its first meeting on 30 April and approved updated Terms of Reference, a copy of which is included at [Appendix 4](#).

10 APPROVAL OF TRUST BANK SIGNATORIES

Redated

11 TRUSTEE ID DOCUMENTATION

- 11.1 Trustees who have not yet provided annual updated identification and proof of address are asked to bring these to the Board meeting to allow certification by the Legal & Governance Director.

12 SOUTHWEST REGIONAL ADVISORY BOARD APPOINTMENT

- 12.1 Board ratification is sought for the appointment of the following as new members of the Southwest Regional Board for an initial term of 3 years.
- 12.2 **David Shipley** - David is a writer, journalist and public speaker. A former corporate finance professional, and film producer, he served a prison sentence for fraud and since his release has dedicated himself to campaigning on prison and justice issues. His work can be found in the Spectator, and he often speaks on BBC TV and Radio, LBC, TalkTV and Sky News. David is also pursuing a PhD at the University of Southampton, where he is researching the impact of parental imprisonment on children. He lives with his wife, daughter and dog in Purton, within sight of the Gloucestershire and Sharpness Canal. In his spare time he enjoys running along the towpath, wild swimming and painting toy soldiers.

- 12.3 **Adrian Robins** - Adrian is the Regional Stores Director for Sainsburys for the Region of Hampshire, Berkshire and part of Wiltshire. In a 35-year career with Sainsburys he has held a variety of senior central roles in Supply Chain, Commercial and IT change as well as Regional Store operational roles. He was also a Trustee Director for over a decade of the Sainsburys and Argos Pension scheme. He is passionate about improving our rivers and canals and connecting communities to make this happen.
- 12.4 **Oda Dijksterhuis MSc** Oda is currently catchment coordinator with the West Midlands Area Environment Agency Programme team, which includes delivery of Nature Based Solutions, river restoration, Natural Flood Management, and sequestration of carbon through the creation of woodlands and wetlands. Oda worked for British Waterways and then the Canal and River Trust for nearly 20 years, starting as Ecologist on the restoration of the Kennet & Avon Canal in 1999, followed by a variety of Environment & Heritage Management roles in Wales & Southwest and West Midlands. She co-produced the Trust's Waterways and Wildlife Handbook, together with a team of expert Trust colleagues and the University of Oxford

13 HARBOUR MANAGEMENT BOARD UPDATE

- 13.1 A Board update from the Trust's Harbour Management Board is included at **Appendix 6**.
- 13.2 Following an action from the March Board, a deep dive has been scheduled on harbour management for the January Audit & Risk Committee.

14 BOARD COMMITTEE AND WORKING GROUP MINUTES

- 14.1 The following Board Committee and Working Group minutes are included in the Resources section of Diligent.
- Appointments Committee held on 30 April 2024
 - Government Affairs Trustee Working Group held on 10 May 2024

CULTURAL HERITAGE ADVISORY GROUP – May 2024

NAME OF THE GROUP	CULTURAL HERITAGE ADVISORY GROUP (CHAG)
TRUST LEAD DIRECTOR	Heather Clarke, Strategy & Impact Director
TRUST LEAD MANAGER	Victoria Thomson, Head of Heritage & Collections
CHAired BY	Nigel Barker-Mills
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Nigel Barker-Mills	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. 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.
David Rudlin	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. He heads the BDP team which was appointed by Liverpool City Council in April to lead the development of the 'Liverpool Waterfront Plan'. 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.
Jennifer Hagan	Jennifer's career has centred 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. 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.
Elizabeth Adams	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. 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.
Lizzie Glithero-West	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. 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 mum 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. 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.
Neil Redfern	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. 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.
Nigel Crowe	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 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. 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.
Rebecca Madgin	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. 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.
Sandra Stancliffe	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.
UPDATE OVER THE LAST 12 MONTHS	The Trust's Cultural Heritage Advisory Group (CHAG) was established in April 2021 and is chaired by Nigel Barker-Mills. The CHAG is supporting the Trust in combining effective conservation and 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. Discussion at the March 2023 meeting addressed the emerging Heritage Policy, heritage characterisation study, and the new 'Heritage & Collections' team structure. Members received an introduction to the Trust's Canal Design Code, and to 'Towpaths for Everyone', and an update on the Anderton Boat Lift project. In June 2023 the CHAG met at the National Waterways Museum, with a focus on the Trust's collection. The group reviewed current initiatives being undertaken by the collection team such as the Trust's Peoples Postcode Lottery-supported Photogrammetry Project. There was also 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, and an exploration of the future direction of a Collections Policy for the Trust. August 2023 saw the adoption of the Trust's Heritage Policy, reflecting the group's significant input, and their knowledge of the challenges facing the industry and emerging themes, issues and national best practice. The group will be contributing to the delivery of this policy (and particularly its supporting documentation) in 2024. One of the areas of discussion at the October 2023 meeting was the updating of the Trust's Architectural Heritage Survey. A multi-phase project is envisaged, in which existing gaps in coverage will be filled in the pilot phase (to be implemented in 2024), and later opportunities taken to extend and enrich the content, and further enhance the value of the survey to users within and outside the Trust. Community engagement is key, and the first phase (funded by the People's Postcode Lottery) will be delivered by volunteers. A related initiative being developed in 2024, following the group's input, is a pilot scheme to capture oral histories from those involved in the restoration of historic waterways. The group also received an update on the Government grant, and the direction of the Trust's emerging strategy. A meeting was arranged for May 2024, but a significant proportion of members gave their apologies, many due to a clash with a DCMS Creative Industries event at Buckingham Palace. Those who were able to attend confirmed the destination for the July 2024 site visit as Gloucester. The meeting was then closed, and an update circulated by email to all members instead. In the coming year, the group will be supporting the assessment and reporting of heritage activity within the Trust, including the issue of a Heritage Report.
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NAVIGATION ADVISORY GROUP (OPERATIONS) – APRIL 2024

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. (Note John Hatton will be stepping down from NAG in 2024 – recruitment is underway for a member with paddling experience and knowledge.
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.
Hannah Rigley	Private boater since 2018 as a liveaboard boater on the Monmouthshire and Brecon canal. Now continuously cruising the network.
UPDATE OVER THE LAST 12 MONTHS	The NAG has explored and advised the Trust on a number of issues over the last 12 months, this has included; - Supported communicating the decision on the changes to boat licencing following the consultation. - Active in the lock sub-group supporting development of standard designs while retaining heritage characteristics for different waterways. - Reviewing the winter stoppages and over runs - Supported development of the specification for the new stoppage notice system. - Input into the customer service facilities policy and communicating this. - Input into new sign design for smoke control area and accessible mooring signage templates. - Helped test and update annual boater survey questions.

	- Ongoing input into managing moorings in busy London, contributed to the communication on the roll out of further pre-booked visitor moorings in London. - Engaged in the working group supporting the launch of the new towpath policy and the information being developed to support implementation. - Fed into discussion on Anderton Boat Lift project, particularly how to communicate to boaters about the upcoming extended closure period. - Advised on new accessible mooring proposals. - Ongoing discussion on boater engagement, specifically in the context of how best to engage boaters to support the call for continued Government grant. - Consulted on the depth specification for the Montgomery Canal restoration and the dredging of Gloucester Docks. - Engaged in a review of the booking system (booked passage, pre-book moorings etc), this is ongoing. - Contributed to discussion and reviews of vegetation management. - The NAG were nominated for a Marsh volunteer award and several members attended the ceremony at Anderton Boat Lift.
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FISHERIES & ANGLING ADVISORY GROUP – APRIL 2024

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 Matthew Symonds Acting Head of Customer Service Support
CHAired BY	Mr Andrew Strickland
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Andy Strickland	A retired chartered accountant, Andy is now the general secretary of Prince Albert Angling Society, probably the largest angling club in the UK with around 10,000 members and a healthy waiting list 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.
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 previously played 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 having been returned unopposed.
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 Rivers Trust as well as a member of the British Record Fish Committee. 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.
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 hometown 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.
Paul Edwards	Paul is a keen angler and current secretary of Shropshire based Hodnet Angling Club and a member of the Bay Malton Angling Club. Paul has a commercial background in sales and marketing following an extensive business career at director level in the food industry. He has driven the implementation of various modern systems for Hodnet AC, thus making administration of club activities much less time consuming. Paul actively volunteers for Canal & River Trust supporting the Canal Pairs championship and various Let's Fish celebration events on the Shropshire Union Canal.
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. Mike has previously chaired the Angling Trust and was vice chairman of the Angling Trades Association.
Mark Parry	Until recently, Mark was secretary of Port Sunlight Angling Club for 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 BEM	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. 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.

	She received the “Distinguished Award for Services to Young People,” from the Northamptonshire Association of Youth Clubs in 2020 and her British Empire medal in 2023. Sue, the first BAME female participant to attend a national championship, has greatly improved her canal fishing techniques, which in turn has helped to improve her canal coaching skills and attended the England ladies international team trials in April 2022.
Lee Woodhouse	A West Midlands based self-employed mechanical engineer, Lee has 30 plus years of experience of canal fishing at a high level. A key committee official of the Hankat Angling Society, Lee run regular urban canal matches including the Black Country Championships which attracts over 150 participants annually. The club also organise canal pairs and canal master’s regional qualifiers. Lee has a deep interest in the impact of invasive non-native species on canals, with a particular emphasis on Azolla and is supporting the Trust with monitoring outcomes of the use of biological control agents
Rob Harris	Peterborough based Rob brings a wide range of experience of the fisheries and angling world. He has a keen interest in the issues of the currently poor recruitment and retention within the sport, predation, fisheries and angling crime, and the impacts of climate change on our fisheries. Ron has a deep understanding of angling administration and has significant experience of running medium and large angling competitions
UPDATE OVER THE LAST 12 MONTHS	The group was established in 2011 to advise the newly created Trust around its fisheries & angling functions. During 2023/24, they met face to face three times (July, November and March) plus two wider Teams meeting also involving Let’s Fish coaches which focused on the consequences of the NASS 3 contract tender process and eventual outcomes. Current members are active customers or supporters and play a significant role as critical friends and sounding board for future ambitions. Chaired by Andy Strickland, members include a range of fisheries and angling stakeholders with canal, river and stillwater fisheries interests in both England & Wales. Conservation interests and the fishing tackle trade are also represented on the group. The group continued to help the Trust refine, develop and grow its Let’s Fish participation programme including its ongoing funding challenges, development of academy and school programme and the evolution of regional and national celebrations and the Daiwa Global Communities Celebration During the year, the group has also provided advice on numerous issues including: • Water transfer schemes and associated fishery impacts • Fish passage and screening.

	• Operational impacts of the Keeping & Introduction of Fish Regulations 2015. • Supporting clubs and the EA in tackling rod licence evasion. • Towpath design principles and sharing the space. • Invasive non-native fish species and the interpretation of legislation. • 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. • Practical response to catastrophic fish mortality incidents. • Vegetation management and its implications for angling customers • Canal pairs championships.
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JOINT COUNCIL & BOARD APPOINTMENTS COMMITTEE: TERMS OF REFERENCE

1 CONSTITUTION

- 1.1 The Appointments Committee is a joint committee of the Board and the Council constituted under Article 27 of the Trust's Articles of Association.
- 1.2 Article 11.3.7 states that the Trust Rules may regulate the composition, appointment and role of the Committee.
- 1.3 For the avoidance of doubt, the Articles and Trust Rules take precedence over these Terms of Reference

2 MEMBERSHIP

- 2.1 Article 27.1 states that the Committee must comprise an equal number of Trustees and Members (being no fewer than two of each). The Committee appoints its own Chair.
- 2.2 Rules 31 states that
 - 2.2.1 Council, following a recommendation from the Trustees, can determine the number of Appointments Committee members provided that Article 27.1 is adhered to (namely that there shall be an equal number of Trustees and Council members – being no fewer than two of each).
 - 2.2.2 the Chair of the Board of Trustees shall determine which Trustees shall serve on the Committee.
 - 2.2.3 all Council members are equally eligible to serve on the Committee to fill any vacancies arising. If the number of Council members wishing to serve on the Committee exceeds the number of vacancies, there shall be a first past the post ballot with all Council members being eligible to vote.
 - 2.2.4 the appointment to the Appointments Committee is for the duration of the Committee member's current term of office.

3 ROLE

- 3.1 Article 27.2 sets out the role of the Committee, through an open and transparent process, to:
 - 3.1.1 Identify from time-to-time appropriate constituencies which shall be invited to nominate or elect persons to serve on the Council pursuant to Article 29.2
 - 3.1.2 Recommend from time to time whether the Rules should provide for the Council seats in respect of a particular stakeholder constituency to be filled by an election process or through nominations (or a combination of the two) and, in the case of nominations, identify appropriate stakeholder bodies or group which shall be invited to make the nominations.
 - 3.1.3 Identify and co-opt no more than five persons or 10% of the total membership of the Council (whichever is the less) onto the Council to promote a

sustainable balance of knowledge, experience, and representative qualities on the Council.

3.1.4 Manage the recruitment process for the Board of Trustees and make recommendations to the Council pursuant to Article 22.

3.1.5 Appoint the chairs of Regional Advisory Boards, who shall become Members and join the Council on appointment ex officio.

4 DETAILED PROVISIONS ON APPOINTMENT OF TRUSTEES

4.1 Article 22.1 states that the Appointments Committee shall propose a list of candidates for appointment as Trustees to be presented to the Council at any Annual General Meeting at which one or more vacancies will arise on the Board of Trustees, taking account of the balance of skills and experience relevant to the organisation as a whole and following a process of open advertisement. The list of candidates will contain as many proposed Trustees as there are vacancies on the Board of Trustees.

4.2 Article 22.1 also states that the number of vacancies may be determined by the Trustees provided that the total number of Trustees shall fall within the minimum and maximum number set out in Article 21 (i.e. no more than 12).

5 DETAILED PROVISIONS ON APPOINTMENT OF COUNCIL MEMBERS

5.1 Article 11.1 states that the Trust Rules which lay down the composition of Council can only be changed on the recommendation of the Trustees (after the Committee has identified appropriate stakeholder bodies and organisations).

5.2 Under Article 29.8 and Rules 1.24 states that the Appointments Committee may (but is not obliged to) appoint individuals to fill any vacancies which arise in respect of nominated positions on the Council from time to time after consultation with the nominating body – such appointee or nominee to serve on the Council only until expiry of the term of office of in the individual he or she is replacing on the Council and shall then vacate office if not reappointed at the end of the term.

5.3 Rule 1.24 also confirms that any vacancy in any elected position on Council shall be filled at the discretion of the Appointments Committee either by co-option by the Appointments Committee (under Rule 1.1.3) provided that Council member appointed under this Rule 1.1.3 may not comprise more than 10% of the Council, or by holding of a by-election within the relevant constituency as soon as reasonably practicable.

5.4 Rule 1.22 also enables the Committee to terminate Council membership on application by the Trustees for any substantial cause if the continued membership of that person is significantly detrimental to the reputation of, or the proper conduct of business of, or the achievement of the purposes of, the Trust.

5.5 Under Rule 1.17, the Appointments Committee may prescribe detailed regulations for

the conduct of any election of Council members (which must be held every four years under Rule 1.1.18) and may select an alternative electoral method (to Single Transferable Vote) if it considers this fair and proportionate.

6 DETAILED PROVISIONS OF APPOINTMENT OF REGIONAL ADVISORY BOARD CHAIRS

- 6.1 Under Rule 2.5, Regional Advisory Board Chairs, shall through open competition including advertisement in relevant media, be appointed by the Appointments Committee for a term normally of 3 years but may be of a longer (not exceeding 4 years) or shorter term as the Appointments Committee with the agreement of the Trustees decides.
- 6.2 Also under Rule 2.5, if at the end of the first appointed term of a Regional Advisory Board Chair, the Appointments Committee is satisfied with the annual appraisals of that Regional Advisory Board Chair, the Appointments Committee may, with the agreement of the Trustees, appoint that Regional Advisory Board Chair for a further term.
- 6.3 Under Rule 2.8, Regional Advisory Board member and Chairs may be removed before the expiry of his or her term of appointment by the Appointments Committee where they consider it in the interests of the effective achievement of the purposes of the Trust that such Regional Advisory Board member be removed.

7 FREQUENCY AND CONDUCT OF MEETINGS

- 7.1 Meetings of the Committee shall be conducted with the provisions of the Trust's Articles of Association and Rules.
- 7.2 The Committee Chair shall decide the frequency and timing of meetings. Any member of the Committee may ask the Committee Chair to hold a meeting.
- 7.3 The quorum for meetings shall be four comprising at least two Trustee and two Council members.
- 7.4 The Committee Chair shall set the agenda for meetings. Any member of the Committee may ask the Committee Chair to add an agenda item.
- 7.5 Meetings may take place in person or online.
- 7.6 The Committee Chair may invite members of the Trust's senior management and external experts to attend Committee meetings.
- 7.7 The Committee shall endeavor to reach decisions by consensus.

8 RECORD OF MEETINGS AND DECISIONS

- 8.1 The Company Secretary (or his/her nominee) shall minute the proceedings and recommendations of all meetings of the Committee and keep appropriate records.

- 8.2 If an urgent decision is required between meetings, the Committee Chair may deem it appropriate for such a decision to be ratified by email. Where this is the case, the Secretary shall record this as an addendum to the minutes of the previous meeting.

9 REPORTING

- 9.1 The Committee Chair shall report the proceedings of the Committee to the next following meeting of Council.
- 9.2 The Committee's duties and activities during the year shall be disclosed in the annual report of the Trust.



Harbour Management Board

4th April 2024

Matters for the attention of Trustees

1. Port Marine Safety Code (PMSC) compliance – we continue to await official notice of the launch of the new code, there have been significant changes in MCA personnel which may account for some of the delay.
2. Marico Marine ran a refresher training session on the updated PMSC in the April meeting, all directors were present.
3. The Harbourmaster for Sharpness Port has moved roles to the LSE team. WSW are in the process of recruiting.
4. MSMS progress - all parts of the MSMS are now completed.
5. The P&H risk register is reviewed at each HMB meeting. All residual risks are green.
6. Trust Port & Harbours Webpages – A PMSC requirement is to publish basic information for customers about its port operations, updated pages have been designed and will go live before the next meeting in June.
7. Port Specific:
 - 7.1. Ouse pilotage; PD Ports have indicated that their level of business can no longer support the fees we charge them for pilotage through the Ouse Harbour. Director YNE has met with the port and the pilots who have agreed to review the service provided and its suitability for demands. Financial costs c £165k.
 - 7.2. West India Dock/Docklands Scout Project. A range of their activities continue to be highlighted as high risk, i.e. overnight stays on a working dockside, with concern about their current practices and adherence to Trust requirements. Work with both Legal and Safety teams continue to manage this risk and review future lease arrangements.
 - 7.3. Sharpness - Harbour Master at Sharpness has raised concern over the condition of the infrastructure; lock walls and the jetties. Work underway to value the potential implications of asset risk.



BOARD OF TRUSTEES FORWARD PLANNER 2024-2025

ITEM	Lead	23 rd May 2024	17 th July 2024	26 th Sept 2024	21 st Nov 2024	23 rd Jan 2025	20 th March 2025	15 th May 2025	17 th July 2025	25 th Sept 2025	20 th Nov 2025
Standing Items											
Apologies for absence	Chair	√	√	√	√	√	√	√	√	√	√
Declaration of Interests	Chair	√	√	√	√	√	√	√	√	√	√
Minutes of the previous meeting and action log	Chair	√	√	√	√	√	√	√	√	√	√
Chief Executive's Report	CEO	√	√	√	√	√	√	√	√	√	√
Finance Directors Report	FD	√	√	√	√	√	√	√	√	√	√
Governance Report	L&GD	√	√	√	√	√	√	√	√	√	√
Forward Plan	L&GD	√	√	√	√	√	√	√	√	√	√
Annual Reports											
Reservoirs Annual Report	CIPO	√						√			
Annual Harbour Management Report	COO		√						√		
Strategic Review of Risk & Risk Management	CEO				√						√
National Advisory Groups Annual Review	L&GD	√						√			
Health & Safety Annual Report	DoHS				√						
Safeguarding Annual Report	L&GD				√						
Modern Slavery Statement	L&GD			√							
Strategy/Business/Policy Statement Decisions											
KPIs 2024/2025	CEO	√									
Annual Report and Accounts 2023/2024	CEO			√						√	
Longterm Financial Plan	FD	√									
Group Investment Policy	CIO		√								

ITEM	Lead	23 rd May 2024	17 th July 2024	26 th Sept 2024	21 st Nov 2024	23 rd Jan 2025	20 th March 2025	15 th May 2025	17 th July 2025	25 th Sept 2025	20 th Nov 2025
B25 Business Plan	FD			√		√	√				
Fundraising Strategy	DoF		√								
Boater Satisfaction Survey	COO	√									
Government Affairs Update	CEO	√									
Ethical Fundraising Policy Statement (within Governance Report)	DoF	√									
Deep Dive Discussions											
Section 19 & Flood Mitigations	L&GD	√									
Additional Reports ad-hoc or requested for future meetings											
Lessons Learnt Todbrook Reservoir	CIPO										√
Boat Safety Standards (Month to be confirmed TBC)	COO										

MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – May 2024

1. HEADLINES

- 1.1 Works to rectify all the outstanding storm impacts and re-open for boaters have continued; the busy North Oxford Canal is due to open within the next two days at Easenhall Cutting after three months of work to remove debris and stabilise the cutting after an extensive landslide. Other sections remain closed, notably at the eastern end of the Kennet & Avon where significant siltation is still being removed after water levels finally stabilised, Estimates of the full additional cost of the successive winter storms have reached nearly £10m when all knock-on impacts are captured.
- 1.2 Elsewhere, emergency works on the High Orchard lift bridge at Gloucester (which forms a key part in the local road system and which needs to be operational for the forthcoming Tall Ships event in the Docks) have been completed successfully, and the challenging Brent reservoir project has been completed with water levels almost fully restored.
- 1.3 Political engagement has been relatively less active since the last meeting with the Easter parliamentary recess followed by the local/Mayoral election campaigns. Following the elections, contact has been made with successful Mayors and other significant local leaders elected. We joined the Fund Britain's Waterways coalition for their campaign cruise on the Thames alongside the Houses of Parliament on 8 May.
- 1.4 A series of successful public events have been held over the past two months - the Bingley 5 Rise 250th anniversary, the Easter Historic Boat Gathering at the National Waterways Museum, the IWA Cavalcade at Little Venice and the Steam weekend at the Anderton Boat Lift. All achieved good media interest as well as direct public engagement. Final preparations are being made for the upcoming Crick Boat Festival (24th- 26th May).
- 1.5 The new docu-series featuring Dan Snow and Dr Mark Evans in six short behind-the-scenes films has received an overwhelmingly positive response and is being rolled out as far as possible. Famous Birmingham-based broadcaster Steven Knight CBE has also produced a short promotional film with us timed to coincide with his new BBC TV drama 'This Town'.
- 1.6 We were delighted to receive confirmation on 9 May that His Majesty, The King will continue as Patron of the Trust following a review of the Royal Patronages conducted after His Majesty's accession to the throne.

2. PERFORMANCE

- 2.1. Appendix 1 sets out our key performance indicators up until the end of March. We have not achieved our target on several KPIs this year, and this is explored further in the separate KPI Review paper. The fall in Boater satisfaction was particularly disappointing and a paper

analysing the survey, and setting out the proposed actions arising from it, is also a separate item on the Board agenda.

- 2.2. More positively, volunteer hours growth exceeded expectations during the past few months and achieved a new record level for the year, beating the pre-pandemic total achieved in 2019/20. This also coincides with the successful rollout of the new Assemble volunteer management and communication system which is already proving popular. We also achieved high colleague engagement scores in the year end survey, also comfortably beating the target for the year.

3. EXECUTIVE DIRECTOR REPORTS

- 3.1 The Health & Safety Report is at Appendix 2. The summary headlines from other Director Reports is set out below; the Director's full reports are available for background reading in the Resources section.

OPERATIONS / CUSTOMER SERVICE

Positives

- The Operations directorate engagement score improved by 0.4 points to 7.6 against a trend of reduced budgets and colleague numbers.
- Assemble (The Volunteer Portal/App and communication tool) went 'live' on 5th April. We uploaded 3,634 volunteers (including pilot volunteers' final details). Within the first fortnight, 58% of volunteers and 71% of task managers had logged in. Our news articles have been viewed 7,251 times and there have been 1,868 document downloads.
- Recorded volunteer hours have exceeded last year's total and the target, with over 97% of volunteering time is recorded in Operations, representing c400 FTE equivalent colleagues in terms of time given.
- Operations concluded year-end financial performance in line with forecast.
- We held an online Volunteering conference at the end of February. 15 online sessions were run over 4 days, with 551 participants over the week (13.7 in Operations Report).
- The Trust are part of the Big Help Out (BHO) from June 7-9 and National Volunteers Week (June 3-9); during the BHO weekend there will be drop-in welcome sessions and the BHO app will provide a link to potential volunteers to find more opportunities on our website.
- The Trust nominated 6 volunteers (with partners) to represent us at the Kings Garden Party on 8th May, pictured below:



Cath & Mike Turpin, David Williams, Anil Majithia & wife, Ian & Joy McCarthy plus 2 friends

Challenges

- There is an ongoing feedback from colleagues that there is more to do than resource available. Over the last 3 months of flooding, emergency closures and additional management for assets in poor condition or awaiting planned repairs is proving to be a strain on existing resource.
- National Boat Count results show an increase in evasion from 7.0% to 8.2%.
- Redacted
- Boater satisfaction (see full report) headlines results down from 54% to 46%.
- Fly tipping continues to be a significant issue and cost to the Trust at over £100k p.a.
- The National Bargee Traveller Association continue to campaign against differential license fee increases with visible presence at many of the Trust's public events including Cavalcade. The group now state they have over 2,000 members.

INFRASTRUCTURE & PROGRAMMES

Positives

- Redacted
- Engagement across I&P improved by 0.7 (from 7.0 to 7.7) with some notable improvements across the team.
- Our Construction H&S Manager, who has worked for contractors and clients in key safety roles, has joined the team to strengthen our safety processes and help drive improvement in our performance
- Barrowford Reservoir has been refilled and is in the final eight week stilling test.
- Permanent works are complete at Brent Reservoir and refilling is almost complete.
- Redacted
- New PSC (professional services contract) and GI (ground investigation) frameworks have been appointed and a Trust-wide mobilisation day was held on 23 April 2024.
- The three-year plan for Priority Projects has been signed off (enabling longer term planning and stability) and the teams are developing a five-year plan for stoppages.

Challenges

- Redacted
- Redacted
- Redacted
- The closure of the Peak Forest Canal (for Marple Lock 7 rebuild) was extended by three weeks (from 24 May to 14 June 2024) to allow ground anchors to be installed in the other lock wall as additional surveys revealed a risk of future closures if not undertaken now. The teams are working extended hours to try and claw back some of the extension.

- Easenhall Cutting is on track to open (with restricted navigation) on 18 May but costs are over £1m as extensive works are required to stabilise the steep slopes and install drainage to reduce risk of further slips.

INVESTMENT & COMMERCIAL

Positives:

- Redacted
- Redacted
- Redacted
- Redacted
- Redacted
- Redacted
- Redacted
- Redacted

Challenges:

- Redacted
- Redacted
- Redacted
- Redacted
- Redacted

COMMUNICATIONS & EXTERNAL RELATIONS

Positives:

- The Trust's social media continues to grow and gain new followers; we have now overtaken the Woodland Trust for total followers across Facebook, Twitter and Instagram. Our follower count is now sitting around 1.26 million.
- #Bingley250 was a notable success on both traditional and social media. On social media it achieved the highest engagement rate of all content tags over the past few weeks (more than double our average for this reporting period), showing the appeal of iconic waterway locations and the opportunity of future anniversaries to engage organic and targeted audiences.
- Internally, successful comms rollout of H&S Promises and Engagement Survey, and increased 'open rates' of our regular channels - but more to do.
- Continued cross-party MP engagement across England and Wales, including some high-profile politician visits. System now getting into place for parliamentary candidate engagement in all regions - a busy space that we are learning to navigate alongside increasing process from Labour central and regional offices.

- Positive interaction with the Labour advisory group, Labour Climate & Environment Forum (LCEF) - interested in water exchange and our carbon reduction initiatives; we are submitting case studies.
- Post local elections, we are engaging with new WM Mayor Richard Parker, new EM Mayor Claire Ward and other 'riparians'.
- Relationship with IWA/Fund Britain's Waterways benefitted from extended Q&A session at Hatton. Trust attended FBW Thames flotilla on 10 May: favourable media coverage and prominent support for Keep Canals Alive campaign. Friendlier exchanges with Sir Michael Fabricant, chair of APPG for Waterways.

Challenges:

- A number of number of print and broadcast pieces featured the new surcharge for boats without a home mooring, including BBC Radio 4, The Daily Telegraph and The Guardian. Coverage has been quite balanced - we have presented the Trust's position - with limited conversation filtering through to the Trust's social media channels.
- Our engagement with Boaters is more focussed on aspects that improve/detract from their experience, e.g. vegetation management and canal side facilities. But with publication of the recent Boater Survey, we anticipate more scrutiny and criticism and are reviewing boater comms to manage this sensitively.
- Resource: diluted media relations capacity in the regions, reduction in regional comms cover in the West Midlands and reduced cover in the North, translating through to a noticeable reduction in proactive PR. High turnover in social media team - which is undoubtedly common and so far manageable.
- Continued focus within regular constituency correspondence with MPs on removal of bins and increased CC licence fees.

STRATEGY & IMPACT

Positives:

- We achieved our target of 1.6 million supporters as at the end of March 2024 and achieved 230 million collective opportunities to see our campaigns.
- Thanks to the vigilance of our collections team and our volunteers, the three stolen Tilley lamps from the National Waterways Museum in February were spotted on eBay, the police informed, and the items recovered. We continue to keep an eye out for the stolen model steam engines and engage with the police.
- Targets exceeded for participation in our learning & skills activities for 2023-24.
- Launch of our 'Step behind the scenes' docuseries working with Dan Snow and Dr Mark Evans. Working with Steven Knight (creator of 'Peaky Blinders' and the new series 'This Town') we have produced a short film where he talks about the importance of canals to him.
- **Redacted**

- We responded to a total of 2,536 consultations on planning applications in 2023-24, with 98% compliance (within 21 days or an agreed extension) in England and Wales.

Challenges

- Redacted
- The Government's rapid review of Statutory Consultees in the Planning System, due to report to the Secretary of State in March, has been delayed with no indication of when review recommendations will be shared.
- Redacted
- Redacted
- Redacted

PEOPLE

Positives:

- Our March 2024 colleague engagement scores was 7.9, a 0.5 increase on the March 2023 survey. All managers are currently reviewing their own reports and an action planning session has been held with senior managers for cascade.
- The Inclusive Recruitment standard has been finalised with communications taking place throughout May.
- The advert for the Regional Advisory Board Chair East Midlands is currently live and closes 15 May. Redacted.
- Redacted
- The cascade of the Trust's leadership behaviours is underway, and is being supported by drop-in sessions and 121's with line managers.

Challenges:

- The numbers of candidates from an ethnic minority applying for roles at the Trust is steady, however we are not seeing an increase in candidates from this demographic going on to secure roles. Work is underway to interrogate our attraction and interview process to identify why we are struggling with our conversion rate
- Achieving the right culture shift to support delivery of our fundraising strategy continues to be a priority and area of focus for the Executive, with work underway to be shared with the Board in July.

FUNDRAISING

Positives:

- The Fundraising team finished B23 delivering a positive contribution of £3.47m against a target of £2.95 (savings due to the high level of vacancies) and year-end gross income of £6.3m against £6.5 target.
- Our team was crowned winner of the Best Start Up Legacy Programme at the Smee & Ford Legacy Giving Awards 2024 (the most prestigious legacy awards in the UK). This

award recognises the excellent work of the Gifts in Wills Team including an outstanding series of legacy events where we've welcomed over 500 people, a new Gifts in Wills strategy and revamped legacy materials – plus lots of other great work.

- Contactless giving ended the year with income of over £100K – representing more than 50% growth on B22. Just over £80k of this was achieved by the face-to-face team and the focus is on working with regional colleagues to build their confidence in asking for donations in future.
- Following a year with significant recruitment challenges and gaps the central fundraising team is very largely now in place – with key appointees joining both the Philanthropy & Partnerships team and the Individual Giving & Legacy team in the past month. Vacancies in the Face-to-Face team are also now significantly reduced.

Challenges:

- Redacted

Chief Executive
May 2024

APPENDIX 1: KEY PERFORMANCE MEASURES & TARGETS 2023/24

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Year-end Mar 2024	Full year target	Prior year actual Full year
			2023/24	2023/24	2022/23
Growing the numbers & satisfaction of users & visitors	Visitor Volume	No. of visitors to waterways in typical two-week period	10.3m	10.4m	10.3m
		Total No. of visits	858.8m	900m	888m
	Satisfaction Rating - user & visitor experience	Towpath User Satisfaction	91%	87%	86%
		Boater Satisfaction	46%	56%	54%
Improving our public safety and health & safety of our colleagues	Public Safety	No. of reported incidents due to infrastructure	37	48	50
	Safety of our Colleagues	Combined RIDDOR accident frequency rate	0.16	0.16	0.18
Improving condition of our assets	Asset Resilience	No. of critical assets (Category 1)	139	143	144
Being inclusive - Growing the number of local users	Local Users (1km)	% of local people (living within 1km) using our waterways regularly	50%	54%	53%
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	80%	79%	78%
	Feel Safe by Water	Proportion of visitors rating their personal security as excellent or good	84%	84%	83%

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Year-end Mar 2024	Full year target	Prior year actual Full year
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) 65% (1km)	52% (all) 68% (1km)	50% (all) 66% (1km)
Building a strong and broad supporter base	Supporter Growth	Nº of Supporters (active & passive)	1,600,536	1,600,000	1,431,169
		Nº of active Friends & other regular individual donors	27,263	30,000	25,948
Improving colleague engagement & diversity of those working & volunteering for C&RT	Diversity	% of colleagues people of colour	4.98%	5.25%	4.95%*
		D&I - % of recent hires people of colour	8.53%	12.%	8.38%
	Colleague Engagement (Employee/ Volunteers)	*Colleague engagement	7.9	7.5	7.4
		*Volunteer engagement	8.1	8.5	8.5
Expanding our volunteer base/impact	Active Volunteers	No. of volunteer hours	739,443	725,000	677,419
		No. of active Trust volunteers	4,566	4,500	4,235
Grow our charitable income	Fundraising Income	Income from all sources of fundraising	£6.3m	£6.5m	£5.6m

*We had previously reported that the 22/23 result was 5.04% but this has been corrected on re-examination of the data.

APPENDIX 2: HEALTH & SAFETY REPORT

Author: Anne Gardner-Aston, Director of Health & Safety

1. PURPOSE

- 1.1 This paper provides a review of Health and Safety performance for the period of February and March unless otherwise indicated.
- 1.2 The paper also provides a statistical breakdown of the final measurable metrics, analysis and detailed explanation to enable provision of Health and Safety assurance to the Board and to highlight areas for further discussion or action. See also [Health and Safety Annual Report 2023/24](#)
- 1.3 The Trustees are asked to note the content of the paper.
- 1.4 Redacted .

2. PERFORMANCE REPORT

AFR (Rolling 12 month figure)	Prev. Yr to end of Mar 2023	Dec & Jan 2024	Feb & Mar / B23 FINAL	KPI B23
Colleagues	0.16	0.16	0.16	
Volunteers	0.41	0.27	0.27	
Contractors	0.08	0.08	0.08	
Trust Overall	0.18	0.16	0.16	0.16

RIDDOR Incidents	Prev. Yr to end of Mar 2023	Feb & Mar 2023	Feb & Mar 2024	B23 FINAL
Colleagues	6	1	1	6
Volunteers	3	0	0	2
Contractors	1	0	0	1
Totals	10	1	1	9

Fatalities (Public)	Prev. Yr to end of Mar 2023	Feb & Mar 2023	Feb & Mar 2024	B23 FINAL
Canal	23	3	5	30
River	7	1	4	14
Reservoir	1	0	1	2
Dock, Marina, Boat or Towpath	6	0	1	12
Totals	37	4	11	58

Potential Public Infrastructure Related Injuries	Prev. Yr to end of Mar 2023	Feb & Mar 2023	Feb & Mar 2024	B23 FINAL
Numbers of Incidents Reported to the Trust	50	2	4	37

Safety Improvement Opportunities	Prev. Yr to end of Mar 2023	Feb & Mar 2023	Feb & Mar 2024	B23 FINAL
Numbers of Reported Hazards, Near Miss & Positive Interventions	6331	902	1001	6835

3. Executive Director Summary

Accidents to Employees, Volunteers and Contractors

- 3.1 The headline safety performance in relation to accidents has seen a retention of the Accident Frequency Rate (AFR) at 0.16 when compared to the previous reporting period.
- 3.2 There was one reportable notification in the period involving an employee who was in the process of locking up a Trust workboat when they slipped on the gunwale and fell into the hold, resulting in injuries to the ribcage and back. The colleague was wearing appropriate PPE/work boots. Following visiting hospital, the injury was diagnosed as 2 broken ribs, 2 damaged vertebrae in addition to bruised liver. A deep dive investigation has been carried out and identified actions are in the process of being implemented. **Redacted**

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

- 3.3 The number of Safety Improvement Opportunities recorded for February and March has remained steady when compared to the previous period, but the overall year-on-year total has continued to increase. The figure of 1001 in the table in Section 2 is made up of 279 hazard observations and near miss reports, and 722 positive interventions. We aim to increase the number of reports of this type by 5% each year – at the end of March we achieved a 12% increase in positive intervention reports in comparison to the same time last year.

Fatalities

- 3.4 There were eleven fatalities reported across the Trust network during this period. Eight of the fatalities were male and three unknown persons. Eight were adults, two were teenagers (17- and 18-year-old) plus a 2-year-old boy, Xielo Maruziva, who entered the River Soar from the towpath near to Braunstone Lane East, Bridge 106 in Leicester. The father of the child tried to save the boy by entering the river himself but was unsuccessful. Police are not giving details of how the child entered the river and he unfortunately remains missing. The 17 year old male, Sonny Clarke, entered the water at Rudyard Lake with two friends at 9.30pm, apparently whilst boating, but unfortunately the emergency services were not able

to retrieve him from the water in time to save him. The 18-year-old male, Lewis Penfold-Roche, had been missing since 28 January and Police said they were not treating his death as suspicious.

- 3.5 Local teams have investigated each incident with the available information to establish whether there were any potential causal factors in relation to the infrastructure. The central H&S team will continue to analyse for trends and provide information to local Water Safety Partnerships where appropriate. It is worth highlighting that we are seeing a significant increase in the numbers of fatalities on our waterways this year compared to last year. Trustees will be aware that causal factors for fatalities cannot readily be determined until an Inquest has taken place (and the Trust is not always informed of these) so analysis of the increase is not really possible until formal data comes from the WAID report, due at the end of May, which collects incident data from a wide range of sources including the emergency services, sport's governing bodies, coastguard, rescue services, coroners' courts, media reports etc. We will therefore be in a better position to analyse the finer details in late spring this year, although very early data has shown there has been a significant general increase in water-related fatalities across the country in the past year. **Redacted**

Infrastructure Safety

- 3.6 Nine incidents have been recorded in this period, all of which have been subject to investigation and action where appropriate. **Redacted**
- 3.7 A total of 108 visitor risk assessments (VRA) are due to be carried out in B23, with five carried over in the Northwest due to the loss of a volunteer risk assessor. At the end of March, 123 assessments have been carried out at 16 high risk visitor sites and 107 assets. **Redacted**

4. Colleague Safety

- 4.1 Four deep dive reviews of serious or notable incidents have been carried out in this reporting period, relating to a boater who severed their fingers operating a swing bridge; a colleague who slipped on wooden timber ramps injuring their back; work craft which capsized when overloaded and fly tipped asbestos removed by volunteers against protocol. These deep dives are designed to provide an in-depth root cause analysis, extract organisational learning and look beyond the immediate causation factors. All the reviews produced useful discussions and results. More reviews are planned for the coming months.
- 4.2 A working group involving colleagues from H&S, HR, Legal, Operations and I&P Directorates has been convened to draw together initiatives for dealing with threats and aggressive behaviour being suffered by colleagues and volunteers. The remit of the group is to look at current policies, information and training provision, threat assessment, wellbeing and welfare arrangements, and equipping colleagues and managers to deal with situations effectively, both during and after incidents. **Redacted**
- 4.3 The celebrated World H&S at Work Day by holding a series of events and information sharing opportunities during the week of 29 April. This included videos by Exec Directors outlining their safety priorities and messages, alongside the views on workplace safety from our Safety Champions and other colleagues. In addition, colleagues and volunteers in

Operations and I&P Directorates took the opportunity to conduct a series of Stand Down Days at our depots and yards to give them a Spring clean and make them as safe as possible to work in. Colleagues were also able to hear face to face about the new Trust H&S Promises, launched in that week, and discuss how they might be practically implemented.

5. Public/Water Safety

- 5.1 The second year of *Water Safety for Little Explorers* launched with the new storybook for under 5s on 12th February '24, but it was decided that the second week of the campaign wouldn't go ahead after two tragic incidents over the weekend. The campaign relaunched on Monday 25th March for the two weeks over Easter ahead of the school holidays. By the end of the campaign, 5,000 nurseries along our waterways in England received a copy of the book and 317 nurseries in Wales (nearly half of all nurseries in Wales) received a bilingual copy. The response to the storybook on social media from the nurseries and from the public has been overwhelmingly positive. An evaluation report of the campaign is being produced and will be shared in due course.
- 5.2 The Trust's partnership with Claremont Comms, a behaviour change communications agency, continues as we work towards creating a best practice toolkit for speaking to young people about making safe choices around water. Claremont have defined the issues which need to be addressed in campaign posters and social media posts, such as cold water shock, jumping into the water from hard infrastructure and underwater hazards, and are beginning the design phase of materials to accompany the campaign.

6. Enforcement/Legal Activity

- 6.1 The Trust has been required to attend an Inquest on 22 May, touching upon the deaths of Aaron Ritchie and Ceri Jenkins who tragically died in the same incident on 28 November 2023 in the Leigh Branch of the Leeds and Liverpool Canal. Jon Horsfall, Interim Regional Director for the North West, will be attending the Inquest in person in order to give oral evidence.



Board Meeting
23rd May 2024
Information Report
Text in red confidential

OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

- 1.1 This paper provides an update on waterway operations and customer service team activities.

2. OPERATIONS

- 2.1 Reactive response to failures;

- 2.1.1 LSE: A balance beam failure on the offside top gate at lock 47 on the GUS resulted in a two-day navigation closure. The balance beam had snapped over the heal/balance beam mortice and tenon joint making the repair difficult as there was not much beam to fit a temporary repair to. The reactive team removed the spindle post to allow for more secure fixings of temporary lever and then reinstated the spindle post over the new repair, requiring a re-design of the step board. A further balance beam failure in March at lock 36 on the GUS occurred at a site which we have previously had to repair. Evidently, timber rot and damage was too extensive for the repair to hold.



- 2.1.2 WSW: Hanham Lock has been inaccessible due to silt build up from flooding on the River Avon. In the past six months it has only reached safe levels on five days. Dredging has commenced as of 6th May and we expect the lock to reopened by the 17th May.
- 2.1.3 WMS: potential breach on the Cannock Extension Canal. The team were deployed, and bentonite pellets were used to seal the problem. It appears that a channel had been deliberately cut into the embankment.
- 2.1.4 WSW: On the eastern K&A, Navigation was closed due to stoppages and highwater levels from Newbury to Reading. We have been unable to work on sections and we are dealing with pressures of high water/ overtopping/ damage. Our on duty and on call teams have been carrying out intensive water control which is only now reducing in May!
- 2.1.5 WMS: A potential breach at Cornhill on the Llangollen Canal required a prompt response from the on call teams to lock and plug the leak. Kier proceeded with the initial repair, consisting of sheeting and filled bags against the water's edge. A cofferdam was then installed to isolate the site and allow the controlled passage of boats, works now complete.
- 2.1.6 LSE: West India Dock, Middle Lock Gate Failed in February requiring a significant structural repair. Contractors AMCO Giffen have been on site since to secure, float, raise and repair the damage. The reopening is expected to be 22 May.



- 2.1.7 YNE: The d/s lock quadrant at Coates Lock, Pocklington Canal, failed whilst a cofferdam was in situ to enable repair works to be undertaken to the lock gate. The failure happened overnight when no one was on site, and no one was at risk. An investigation has been completed and the canal remains closed until the failure is repaired.

2.2 Operational Challenges

- 2.2.1 LSE: Local Oil Spill Response following Category 3 pollution incident in late February. Booms placed around Bridge 19 but removed after 24h. Actions from London West team around Paddington prevented any further impact along Regents Canal. This was a significant incident that required input from numerous teams across the region and nationally and cost £65k.
- 2.2.2 LSE: Works at locks 75/76 were hindered by rain and high-water levels requiring constant effort to pump out the work site where the team replaced the centre paddle, damaged balance beam fenders, walk boards and step boards.
- 2.2.3 WSW: St Annes Lift Bridge, G&S Canal: navigation closed due to concern over welds on the bases of the two main bridge support columns. On the approach to the Tall Ships event this raised concerns with organisers which the region have been managing.
- 2.2.4 WMS: On the Shropshire Union Canal, a huge 30 tonnes bedrock has fractured and separated from the side of the cutting slipping down onto the towpath. The removal and repair will be a significant project and until it is completed the towpath is closed.
- 2.2.5 EMS: Ongong operational challenges have included persistent fly tipping incidents at some of the Trust's waste facilities and vandalism of some customer service facilities. Fly tipping has been particularly bad at Cosgrove, Northamptonshire where rubbish is being dumped at the waste facility on a weekly basis.



2.3 Operations Risks

- 2.3.1 Customer Service facilities - Waste Recycling: Welsh Government have now introduced legislation (from 6th April 2024) which requires recycling at collection points. Our 12 Boaters' Refuse Sites in Wales require works to accommodate additional bins at a cost impact c£15k p.a. Our new [CSF policy](#) provides for refuse every 7hrs cruising (1 day). Within the Mon & Brec we have scope to remove up to 5 refuse sites, subject to consultation, however we are conscious that this may impact further boater satisfaction.
- 2.3.2 Vegetation management: the extremely wet weather earlier this year delayed some of the grass cutting contract works. The new contractor (Mitie) have commenced work in the West Midlands and considering the steep learning curve and short time frame to familiarise their teams with our sites and they are making steady progress. Ground Control and Nurture are progressing through the full width cut confidently and are on target to complete the work noting some areas have restrictions due to flooded paths.

2.4 Water Management - Mon & Brec water resources

- 2.4.1 Further to previous reporting, an update briefing was given to Trustee Nigel Annett and Susie Mather, with a view to planning further comms/lobbying at the right time. Details will be reported in future.

- 2.5 HS2 - Requests for winter 2024/25 stoppages have been received from HS2, some of which contravene the Trust's "through routes protocol", which post-dates our agreements with the Secretary of State. Discussions with HS2 ongoing. Their requests are compliant with our agreement, we are concerned that if we do not allow these we could be held to be in breach.

3. PORTS & HARBOURS

- 3.1 Issues for Trustees to note have been reported in the Governance report.

4. O&M REVIEW

4.1 Redacted

5. ORGANISATION

5.1 Redacted

5.2 Advisory Boards

- 5.2.1 WSW: The South West RAB in April, with two new members (to be ratified in May); Adrian Robins, Sainsbury's Regional Stores Director and Oda Dijksterhuis, EA Catchment Coordinator.
- 5.2.2 WMS: This period saw the end of term for Cllr McNicholas and the end of the first term for two of our RAB members who may choose to stay on for a second term. The RAB continues to support our work and will focus on recruiting new members and a new Chair from 31 October when our Chair John Hudson will have reached his end of term. Recruitment for a new chair is commencing.
- 5.2.3 EMS: The RAB spent a productive day with the East Midlands senior leadership team, reviewing the B24 business plan and agreeing priorities for the year ahead. RAB Chair, Anil Majithia is stepping down after 6 years; recruitment for a new Chair has begun.
- 5.2.4 NW: Following recruitment for a new RAB chair, existing member and interim chair, Dharma Kovvuri, has been appointed.

6. LONDON & SOUTH EAST REGION

- 6.1 The Region met its volunteering target with over 70 thousand hours recorded on a wonderful array of work and projects. Amongst the work done, a team of volunteers on the GUS undertook 25km of offside vegetation clearance, a hugely successful health walks programme was delivered and a range of towpath rangers supported the boat licence team. Regional planning meeting help to discuss how we continue to grow volunteering in B24/25.
- 6.2 Compliance and risk: West India Dock/Docklands Scout Project. A range of their activities continue to be highlighted as high risk, i.e. overnight stays on a working dockside, with concern about their current practices and adherence to Trust requirements. Work with both Legal and Safety teams continue to manage this risk and review future lease arrangements.
- 6.3 Brent reservoir project is entering its last phase requiring cross-team working to deal with the final stages of re-watering the reservoir.
- 6.4 Wendover Canal Trust (WCT) environmental compliance – discussion ongoing to ensure works are fully planned before they recommence.

- 6.5 A large pollution incident occurred on the Paddington Arm with an illegal dumping of cooking oil. This resulted in a considerable amount of publicity including BBC London and has cost us £65k. There has been a wider range of external engagement with follow up conversations with the EA at senior level to learn from this. Other involved include the Port of London Authority, GLA, NT and other charities.

7. WALES & SOUTH WEST REGION

- 7.1 Listening sessions with colleagues and volunteers were held by regional director and the team at locations across the region throughout March. This provided an opportunity for us to update on issues raised at the 2023 Trailer on Tour, track progress around the region and provide an opportunity to gather more feedback.
- 7.2 Following the new Events & Activity Strategy, we have introduced paid paddling activities (beginning in April) and the Community coordinator's key focus will be on income generating (or funded) activities where we are not funded externally to deliver engagement activities. Paid walks are already taking place in Gloucester, some wellbeing walks will remain free and will link to donations and growing support. Thirty-four walks have already taken place between January and March. Two of our walking routes are accessible to wheelchair users.
- 7.3 Following a difficult negotiation the Council have agreed to the retention of waste bins at Bathampton, this is an important facility in supporting boater satisfaction for our extensive liveaboard community on the western K&A along with Waterside Mooring customers nearby.
- 7.4 Nature Networks Fund #3 – successful application made towards environmental regeneration project nr. Welshpool. £249k awarded towards spot dredging, vegetation clearance and ecological enhancement, to run from June 2024 – March 2026.
- 7.5 Devizes Lock 44 (Caen Hill) access - £32k secured from Wiltshire Council.
- 7.6 Vyrnwy Aqueduct: Allocation of £230k towards a full delivery stage application (2026) of £2.3m. Match funding allocated from MWGD bid to full value of project £4m however some challenges with the scope and cost of the MWGD may impact this being delivered.
- 7.7 Eight sunken boats are due to be removed from K&A West within the next 3 months.

8. WEST MIDLANDS REGION

- 8.1 Persistent wet and windy weather combined with saturated ground conditions has caused a high level of incidents requiring a reactive response.

- 8.2 Local teams including volunteers have dealt with trees and branches that block towpaths, bridges and canals; flooded and muddy treacherous towpaths, damaged locks and structures; and a half-sunken boat.



- 8.3 In Walsall and Wolverhampton particularly, fly-tipping is a widespread and growing problem that has taken much team resource at the expense of other essential tasks. We are engaging with the Local Authorities and the community to find an effective, collective response to the issue.

- 8.4 On a positive note; we secured £1m funding from Wychavon District Council for towpath and environmental enhancements along the Droitwich canal, and £230k from Sandwell Council to resurface 700m of towpath along Rushall Canal.



- 8.5 A £10k donation from a local resident enabled us to plant 695 wildflower plants by the Wolverhampton Lock flight in March.

9. EAST MIDLANDS REGION

- 9.1 Works have started to repair some of the major damage caused by the winter storms. A significant programme of repairs has been taking place below Blue Bank Lock, south of Leicester. Works have involved rebuilding the bank and lock landing immediately below the lock.



- 9.2 An emergency exercise simulating a tunnel rescue from Bosworth Tunnel has taken place with Leicestershire Fire & Rescue and East Midlands Ambulance Service and will ensure a degree of preparedness should an incident of this type occur.

- 9.3 Work has started to repair and restore Bridge 91A, which carries the Grand Union Canal towpath over the entrance to Braunston Marina. The project has been made possible thanks to a generous legacy donation of over £160k. The project



will include repointing of the historic brickwork, cleaning and repainting the cast iron elements of the bridge and resurfacing with a resin bonded anti-slip surface. In recent weeks volunteers and village residents have started the work.

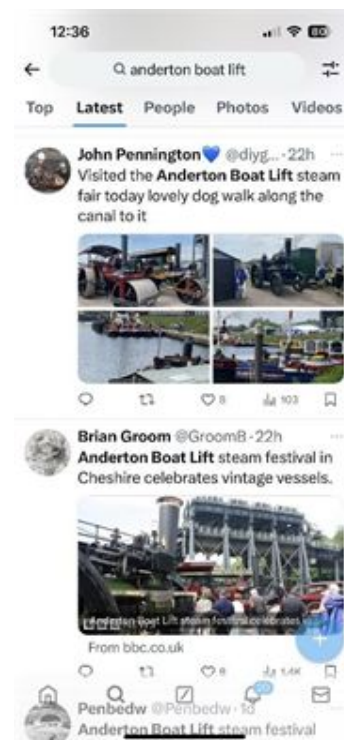
- 9.4 World Water Day: singers from across the East Midlands headed to Nottingham for a special canal-side choir festival in aid of the Trust and other water-based charities, held at Binks Yard next to the canal. Choirs and community singing groups perform a range of water-themed songs.



10. NORTH WEST REGION

- 10.1 In March, the region hosted the Council and Trustees for a visit to Liverpool Docks, which was well very received. This was followed by an evening reception, which was very well attended, and many new connections were made.
- 10.2 Royal Albert Dock and Salthouse Dock will be once again Blue Flag accredited. You are first to hear as the news is embargoed.

- 10.3 The National Waterways Museum at Ellesmere Port hosted another fantastic Easter Boat Gathering event. The four-day bank holiday event welcomed over 500 people, with family activities and promotion of the Trust's campaigns on the events trailer during the event. The festivities also included the arrival of the boat procession lead by a horse drawn boat from Chester.
- 10.4 Another event last weekend 'Steam at the Lift' had its 3rd season, coupled with excellent weather the event was very well attended.
- 10.5 Glasson Dock sea gate at fulfils a dual purpose of enabling navigation and tidal protection, it is the responsibility of Lancaster Port Authority. It now needs significant repairs. The operation of the gate interfaces with Trust infrastructure at Glasson Dock, specifically the locks into the port from the end of the Glasson Branch and basin, which holds an Aquavista Marina. The regional director met with senior representatives of Lancaster Port Authority, Aquavista and the Environment Agency to discuss resolution of the repairs.



11. YORKSHIRE & NORTH EAST REGION

- 11.1 Leeds Liverpool - A stoppage on Leeds Lock (Lock 1 on the Leeds Liverpool Canal) due from the 28 May to the 26 July has been cancelled due to issues with temporary works safety. The recent change to plan is disruptive to customers (although the lock will now be open) works will need to be deferred and in its current state it needs to be manned to allow passage and there is a great deal of water loss to contend with.
- 11.2 Rochdale Canal - The region has also agreed to an out of season stoppage on Lock 8, Rochdale Canal, from 15 April to the 26 April, to address the water loss issues that requires us to pump and ash up the gates on a regular basis. These works were not in plan but deterioration of condition has resulted in the works needing to progress in Spring.
- 11.3 Following concerns raised by Calderdale Council, the team have worked with our legal and finance directorates to comply with the requirements of the maintenance and funding agreement. All reporting is now up to date and future reports are diarised.
- 11.4 Beal Lock, River Aire – The lock closed in January due to siltation caused by flooding and debris brought down the river. It re-opened on 4 April, having taken over two months to progress through the dredging framework to get works carried out.

12. CUSTOMER SERVICE SUPPORT

- 12.1 Boating & Mooring
- 12.2 National Boat Count completed in March 2024, verification of data currently underway. Overall licence evasion is 8.2%, an increase of 1.2% from last year's figure.
- 12.3 Licensing
- 12.3.1 New licence increases have been applied to license renewals from April 2024. We have not seen any material reduction in renewals due in April and May renewals are also underway. We continue to monitor.

12.3.2 Redacted

- 12.3.3 April 24 renewals - (as of 18/4) 3,656 customers have licensed, 628 are continuous cruisers and 2926 have a recorded home mooring – the remaining licenses are either other navigation or trailable/stored out of water. (most have now renewed)
- 12.3.4 May 24 renewals - (as of 18/4) 1,164 customers have licensed 231 are continuous cruisers and 1,165 have a recorded home mooring – the remaining licenses are either other navigation, trailable/ stored out of water or trade plates.
- 12.3.5 The requirement to provide proof of mooring is, as expected causing some teething problems, with some boaters not providing the correct evidence and some mooring providers being confused as to what is required.

12.4 Redacted

12.5 Customer Service

- 12.5.1 We have seen higher contact volumes as expected due to the changes with a 27% increase in calls and 32% increase in email contacts.
- 12.5.2 Customer Service Facilities Review (CSF): Impact assessments of the 25 CSF's which exceed our standard (7hrs - Refuse, Elsan, Water) are complete. Now in the new financial year, financial impacts will be updated with our Operational Property team.
- 12.5.3 The Pump Out Refund project has now come to an end with 425 refunds being processed with refund value of £25k. with all pump outs now on contactless payment the Trust can for the first time monitor demand by location and adjust pricing remotely.

12.6 Angling

- 12.6.1 Sport England have confirmed an allocation of £68k funding from our existing SE project over two years to support for Let's Fish type activity in the form of West Midlands Academy engaging young people in angling.

13. VOLUNTEERING

- 13.1 Volunteering Contribution- End of full year Targets exceeded.

Aspect	Value	Target B23
Total hours	739,443	725,000
Overall number of Active Trust Volunteers	4566	4500
Overall number of Active Partner Groups/Organisations	313	

- 13.2 Additional statistics for insight with year-on-year position:

Year end	Hours	No. of Volunteers	Engagement score
2023/24	739,443 	4566 	8.1/10
2022/23	677,419 	4306 	8.5/10 

- 13.3 VolunteerByWater 2024 - Update on Volunteering and the Campaign was delivered to the Trust Council on 20th March and outlined the successes, and how we have shaped our practice, language, imagery and authentic story telling to drive our support.
- 13.4 Assemble (The Volunteer Portal/App and communication tool) went 'live' on 5th April.
 - 13.4.1 We uploaded 3,634 volunteers (including pilot volunteers' final details). Within the first fortnight, 58% of volunteers and 71% of task managers had logged in. Our news articles have been viewed 7,251 times. There have been 1,868 downloads of Documents.
 - 13.4.2 We have run clinics both for managers and volunteers, hosted by Volunteering Development Coordinators and Champions. Our 40 Assemble Champions are from teams across the country (inc. VDCs), evenly represented by colleagues and volunteers.
- 13.5 Volunteering Management Audit - As part our continued commitment to driving improvements, an internal audit is currently underway, led by Grant Thornton. The objective is to assess the design and operating effectiveness of selected processes and controls. This audit will provide valuable insights and support the Trust's ability to recruit, retain and recognise volunteers as well as delivering strategic priorities.
- 13.6 Inclusion & Diversity - We have made good progress in revising and updating the exit process, reviewing the leavers survey.
- 13.7 Volunteering Conference
 - 13.7.1 15 online sessions were run over 4 days, launching on day one with a keynote introduction session from Head of Volunteering and a welcome from Richard Parry.
 - 13.7.2 Over the week, there were 551 participants. The sessions were supported by colleagues from other departments (Legal, H&S, I&D and Corporate engagement) as well as involving Lead Volunteers and Volunteering Leaders to speak and provide case studies.
 - 13.7.3 Reservoir Support volunteering - A project outline to drive volunteer support to increase capacity to deliver reservoir inspections has been developed. This included case studies of the impact volunteering is already having on delivering this support. There have already been 333 inspections completed by reservoir support volunteers.
 - 13.7.4 Big Help Out (BHO) (June 7 to 9) and National Volunteers Week (June 3 to 9) - These 2 initiatives are lead by 3rd party organisations and timed to complement each other. During the Big Help Out weekend there will be drop in welcome sessions and the BHO app will provide a link to potential volunteers to find more opportunities on our website.

14. ENGAGEMENT

- 14.1 Over the course of B23, we delivered Explorer and water safety education to over 92,000 children, engaged 271,700 participants in events and activities and received 238,800 visitors at our attractions.

15. BRAND, SUPPORTERS & INFLUENCE

- 15.1 Director WSW met with Michelle Donellan (Chippenham) on 12th April to discuss issues on the western K&A.
- 15.2 WSW: A key stakeholder visit to the Montgomery Canal on 14th March was attended by Powys County Council and the Welsh Bwrdd. It was very successful in increasing awareness and political support for the LUF & MWGD programmes. Presentations by colleagues and regional director were followed by a site visit.

- 15.3 WSW: Development Manager attended the launch of Torfaen County Council's canal Step by Step guide at Cwmbran by Nick Thomas-Symonds, MP for Torfaen, and Anthony Hunt, leader of Torfaen County Council. It was developed by Bridge 46 Group and the guide is based on the Trust's Step by Step Wellbeing project.
- 15.4 WMS: Jacob Collier MP, prospective labour candidate for Burton, visited the towpath improvement works which run along 9km and are funded through the Burton Town Deal.
- 15.5 WMS: We remain engaged with Mayor of the West Midlands Andy Street, who joined us at the launch of the Commonwealth Games Inclusive Communities fund award to the Active Black Country, for their water safety project in which we are a key partner.
- 15.6 WMS: In April, we hosted a visit by Nigel Huddleston MP for Mid-Worcestershires and Financial Secretary to the Treasury. He visited the Droitwich Canal and was shown a landslide illustrating the effects of the wet weather and the local community orchard.
- 15.7 EMS: The Partnerships and Funding Manager attended a small hustings event with other environmental NGOs and the Mayoral candidate for the new East Midlands Combined Authority. This continues to build the relationship. Elections are in May. Planning is under way for a programme of visits targeting MPs and others through Spring and Summer.
- 15.8 NW: MP for Weaver Vale, Mike Amesbury, joined regional director and River Weaver team for a site visit in April. During a very positive visit, Mike had the opportunity to operate Acton Swing Bridge from the control centre, followed by a visit to Dutton Hydroelectric power plant. This joint venture between the Trust and Hydropol is a great example of how waterways can contribute to clean energy in the future.
- 15.9 Director YNE: met John Healey MP on site at the Dearne & Dove Canal on 1 March following constituency concerns about litter in the arm of this disused canal.
- 15.10 Director YNE: met Philip Davies MP, accompanied by Esther McVey MP, during the Bingley Five Rise Locks 250th event on 23 March.
- 15.11 YNE: The same day, Sean also met with Anna Dixon, Labour candidate for Shipley, pictured.



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. We have also included a financial summary of the 2023/24 year, including an assessment of change across the programme in Section 3.5.

2. ASSET MANAGEMENT

Measure	Warning Threshold	03/04/2023	31/05/2023	03/07/2023	01/08/2023	01/09/2023	02/10/2023	01/11/2023	05/12/2023	02/01/2024	01/02/2024	01/03/2024	02/04/2024
Principal Assets in Grades D&E	23%	12.83%	12.88%	12.85%	12.88%	12.93%	12.98%	12.99%	13.01%	13.04%	13.12%	13.11%	13.05%
Towpaths in Grades A, B, C	60%	81.27%	N/A	81.30%	N/A	N/A	81.00%	N/A	N/A	81.10%	N/A	N/A	81.12%
>£2m breach damage D&E culverts and embankments	4%	0.51%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.6%*

- Principal Assets in Grades D&E have increased from 12.83% (3 April 2023) to 13.05% (2 April 2024)
- Towpaths in Grades A, B, C have reduced from 81.27% (3 April 2023) to 81.12% (2 April 2024).
- The data for flood management >£2m breach damage D&E culverts and embankments is a draft result, subject to further assurance.

2.1 Redacted

2.1.1 Redacted

2.1.2 Redacted

- Redacted

2.2 Redacted

2.2.1 Redacted

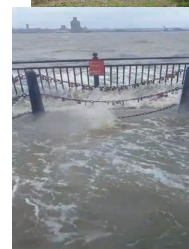
2.3 Arising Issues on the wider canal network

2.3.1 The table below shows the number of arising issues for B24 by region. These are issues which have required significant engineering input, or which have a potential to require investment this financial year.

Number of Arising Issues by Region requiring significant engineering input or which have a potential to require investment B24 (£'000)				
Region	Arising in April 2024	Arising in April 2024 cost £'000 (cost x probability)	B24 YTD (no. of issues)	B24 YTD cost £'000 (cost x probability)
Y & NE	1	18	1	18
NW	2	35	2	35
L & SE	0	0	0	0
W & SW	0	0	0	0
EM	0	0	0	0
WM	10	215	10	215
Total	13	268	13	268

2.3.2 There have been multiple arising works resulting from the recent storm and flood damage as well as other arising issues. These are a selection of the most impactful:

- **Redacted**
- **RL-004-006 Ribble Link Lock 8 Pontoon.** Around Easter, the pontoon at Lock 8 was damaged during a high tide, broke away from its piled mooring and blocked the navigation. Access here is difficult, and an access assessment was undertaken by the Asset and Design & Delivery Teams to allow the pontoon to be removed by Cust Ops/Rabys before the Link's planned reopening for navigation just four days later. This was a great example of collaborative working with Cust Ops, Asset, D&D, DS colleagues working together to resolve this issue safely and efficiently at very **short notice**.
- **WY-001 Liverpool South Docks River Wall and Walkway – overtopping.** The river wall and walkway at Liverpool overtopped during the high tide and storm surge of 9 April 2024. This is rare but has happened before, 10-15 years ago. This risk was noted in the 2021 Arcadis Report on the dock estate with reference to liaise over flood risk with the EA. We have asked Water Management colleagues to advise on the best way to take this forward with the EA as these events are likely to become more common and there is an increasing risk of damage to the wall and other Trust assets at this location.
- **Redacted**
- **Redacted**
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- **Redacted**
- **Redacted**



3. FINANCE

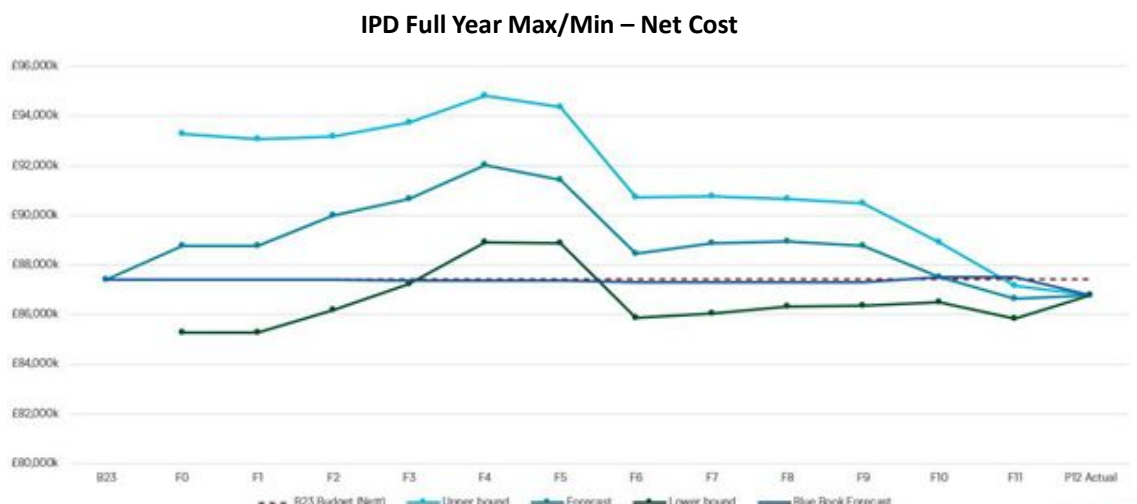
3.1 Finance Overview: Full Year vs F10 (23/24) Total Year Contribution £86.8m v F10 forecast of £87.5m, £726k behind, 0.8% less than forecast full year outturn.

Contribution	Month			Year to Date		
	Actual	F10	Variance Actual vs F10	Actual	F10	Variance Actual vs F10
Project Delivery	(9,027)	(8,240)	(787)	(52,786)	(53,433)	647
Direct Services	(2,520)	(2,322)	(198)	(23,780)	(23,635)	(145)
Asset Management	(808)	(991)	183	(8,009)	(8,285)	276
Bridge Strikes (CRISP)	(8)	(8)	(0)	(303)	(240)	(63)
Non PP Income Projects	6	(0)	6	(0)	(0)	(0)
Infrastructure and Programmes	(39)	(93)	54	(363)	(417)	54
External Project Delivery	(94)	(17)	(76)	(237)	(205)	(32)
Programme Management Office	(139)	(127)	(12)	(1,296)	(1,285)	(11)
Total Contribution	(12,629)	(11,798)	(831)	(86,775)	(87,501)	726

- 3.2 Full Year vs Budget (23/24) Total Year Contribution £86.8m v B23 plan of £87.4m, £633k behind, 0.7% less than forecast full year outturn.

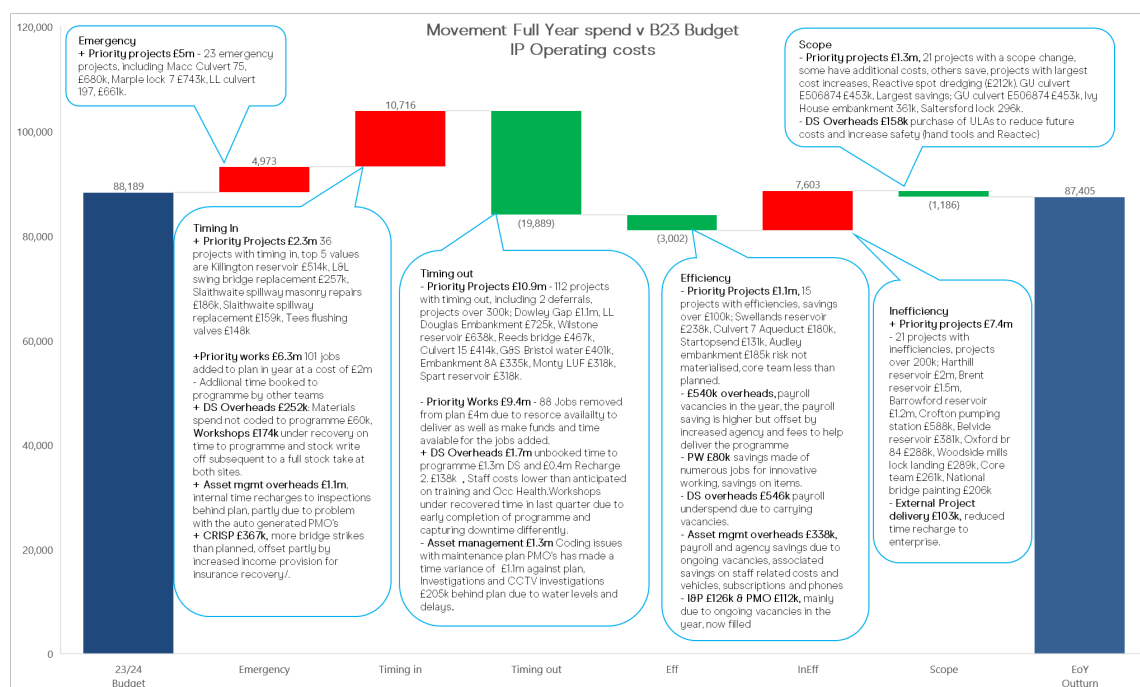
Contribution	Month			Year to Date		
	Actual	B23	Variance	Actual	B23	Variance
Project Delivery	(9,027)	(6,042)	(2,985)	(52,786)	(51,546)	(1,241)
Direct Services	(2,520)	(1,586)	(934)	(23,780)	(25,148)	1,368
Asset Management	(808)	(731)	(77)	(8,009)	(8,609)	600
Bridge Strikes (CRISP)	(8)	(10)	2	(303)	(125)	(178)
Non PP Income Projects	6	-	6	(0)	-	(0)
Infrastructure and Programmes	(39)	(236)	197	(363)	(441)	78
External Project Delivery	(94)	(10)	(83)	(237)	(138)	(99)
Programme Management Office	(139)	(120)	(19)	(1,296)	(1,402)	106
Total Contribution	(12,629)	(8,735)	(3,893)	(86,775)	(87,408)	633

- 3.3 Project Delivery were £1.2m over full year plan as forecast was moved from Direct Service in year to help fund PP over plan mainly on Reservoir related works. Direct Services were £1.4m behind plan due to £1m of works removed from plan at F6 and priority works have been re-prioritised. Payroll Savings due to running vacancies through the year. Delays to capital spend have led to reduced depreciation charges in Hire Desk and Workshops. HAVS safety wear upgrades part offset some programme underspend. Asset Management were £600k behind plan due to investigations and CCTV behind due to water levels. Payroll behind due to long term vacancies in the team which have now started to be filled. CRISP £178k ahead of plan as a result of bridge strike repairs spend being more than planned. It is difficult to plan due to the reactive nature of works and forecast insurance recovery is based on recent recovery percentages. Infrastructure & Programmes £78k behind due to vacancies in year now has now been filled. External Project Delivery (£99k) ahead due to variance on time recovery from funded projects. PMO £106k behind, mainly due to vacancies in year.
- 3.4 The graph below shows how we have tracked through the year to forecast and control spend in line with budget.



3.5 Analysis of year end outturn compared to budget for 2023/24

3.5.1 The 23/24 Gross Operating Cost Budget for IPD was £88.2m and the year-end outturn/actual was £87.8m, a small underspend of £0.4m or 0.4%. These numbers are gross and exclude income. At a headline level it shows budget and actual being very close but beneath the headline there are a range of movements which have been categorised into Emergency, Timing In, Timing Out, Efficiency, Inefficiency and Scope. The waterfall below shows the detailed movement between these categories over the year across the directorate.



3.5.2 Emergency (works to make safe and or reopen the canal): £5m over 23 projects.

- Marple Lock 7 (£0.7m) Macclesfield Culvert 75 (£0.7m), Leeds & Liverpool Culvert 197 (£0.7m) being the largest.

3.5.3 Timing in (additional work brought into the plan through change control process): £11m over 36 projects.

- Killington Reservoir (£0.5m), LL Swing Bridge Replacement Prog (£0.3m) and Slaithwaite Spillway and Masonry repairs (£0.3m) being the largest.

3.5.4 Timing out (work moved out of the FY through change control into future years): £19m over 112 projects.

- Includes 2 actively deferred projects at F6, Dowley Gap Embankment (£1.1m) & LL Culvert 80 – Douglass Embankment (£0.7m) which have been moved to future years to cover further emergency works.
- Wilstone Reservoir (£0.6m), Reeds Bridge (£0.5m) Culvert 15 repairs and relining (£0.4m) have been rephased into future years.

3.5.5 Efficiency (savings made on works or through value engineering): £3m over 15 projects.

- Swellends Reservoir (£0.2m), Culvert, Aqueduct 7 (£0.2m), Embankment 39, Audley Br 102A to Br 103A (£0.2m) being the largest.

3.5.6 Inefficiency (additional costs coming through, incl. risk realisation and inflation): £8m over 21 projects.

- Harthill Reservoir (£2m), Brent Reservoir (£1.5m), Barrowford Reservoir (£1.2m).

3.5.7 Scope (scope added/ reduced to works over the previous agreed baseline): £1m over 21 projects.

- Scope is shown as a net position because scope increase can be set off with scope decrease.
- Reactive Spot Dredging (£0.2m), Culvert, E506874.N1800 (£0.5m) and Ivy House Embankment repairs (£0.4m).

4. PRIORITY PROJECTS PROGRAMME

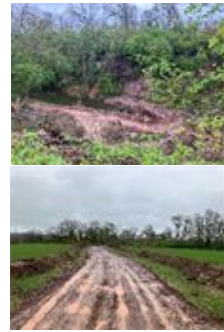
4.1 We are continuing to track projects to enable earlier intervention as risks emerge around time, cost or quality. The following projects currently carry the most risk and are tracked most closely. A history and explanation of increasing costs on Toddbrook was requested at the March 2024 Board. This has been included in Annex 1.

Redacted

4.2 South project updates

- Brent Reservoir (MIOS Sept 24):** Following agreement of the revised method, good progress has been made. The sluice gate pulley wheels, brackets and chains have been replaced. Minor concrete repair works to the dam structure has been completed. Corrosion painting works now completed between -5.5m and -2.0m, with upper levels to be completed while reservoir water levels increase. All gabion baskets have been removed. Refilling began on 13 April 2024, water level currently at -3.7m (target level -1.0m). Provisional full re-fill date is end of May.
 
- Olton Reservoir Spillway Works (MIOS date 17 Jul 24):** Works are progressing on site with current completion date as end of May 24, so float to MIOS date has improved. Damaged wall removed and works to replace have commenced. GI confirmed extent of voiding under spillway is less than anticipated which has reduced programme further.
- Redacted
- Redacted
- Redacted
- Crofton PS:** Site inspection, defect investigation and remedial works provisionally commenced 7 May 2024 to understand and resolve outstanding issues. Nature of defect to be determined. Pumping station continues to operate on one pump.
- Redacted
- West India Dock Lock (Emergency):** The North Middle tension bar of the gate has failed. AMCO was mobilised to site on 19 February to commence the repair; estimating repair works to take approximately 12 weeks. The lock is currently out of action; however, between 12 March to 20 March arrangements were made to allow boats to come through. The lock was then closed again to complete the repair works.
- Marsworth Reservoir Urgent Wave Protection Repair (Urgent Arising):** Works complete.
- Limpley Stoke Channel Relining, K&A (Emergency):** Work completed 15th March and canal re-opened. Long-term monitoring proposed for residual leakage (GTC or similar).
- GL-062 Storm Damage Bank Repairs, (Urgent Arising):** Works have commenced due to be completed in early June. There has been a slight delay due to increase in scope to provide additional tie rods, and repairs to damaged lock approach wall were identified during clearance works. Overall forecast may nominally exceed current budget allocation and a revised BRR is likely.
 
- Redacted

- **Easenhall Cutting Failure OX (Emergency):** Installation of access road to access slip site across upper field has been completed, in preparation for excavation down cutting to clear the canal. Current programme is to clear the navigation in mid-May, with follow on works to provide longer term localised stabilisation of the bank. There is also a site approximately 100m away which slipped four years ago and is showing signs of movement. Proposal is to regrade this location as well whilst we have large plant mobilised on site.
- **LA Cornhill embankment (Emergency):** Temporary barrier in place and navigation reopened with restrictions. Works to stabilise embankment (piling and grouting) commenced and due for completion in May.
- **Widmead Lock (Emergency):** Emergency AR approved. Brick facing to concrete lock chamber failed due to inundation during flood event closing the navigation. Works required to allow lock to re-open. Flood waters now receding with works mobilisation imminent.
- **Two new emergency projects** promoted due to flooding damage, at Ham Lock & Burghfield on the K&A.



4.3 North project updates

- **Redacted.**
- **Redacted .**
- **(ARISING) Reservoir Valve Repairs:** The Trust are now in contract with JN Bentley but there have been some procurement issues with their specialist contractor. The project team are still awaiting CDM documentation for some sites before works can commence on site.
- **Redacted.**
- **March Haigh Reservoir Phase 2:** Seepage workshop was completed in March and we are awaiting updated outputs for the grouting operation. ECI / designs for the other works are ongoing, with outline designs in April.
- **Redacted**
- **Winterburn Reservoir Control Valve Failure:** The damaged valve has now been removed, the upstream guard valve has been cracked open to provide a feed and the temporary over-pumping has been de-mobilised. Fabrication of the new spindle and repairs to the valve disc is taking longer than expected, and reinstatement has been pushed back to July 2024.

5. DIRECT SERVICES PROGRAMME

- 5.1 Twenty-seven projects were completed in the month against a plan of forty-two. Twenty-one projects are on site or part complete. Lock gates installations are down in the month due to December deferrals and delays in starting post-Christmas due to storms and flooding. High river levels at Ratcliffe Lock, River Soar, added to the reduction in gates installed post-Christmas.

Outputs	UoM	Year		% change
		Planned	Actual	
Bank Protection	m	3924.5	3954.5	0.76
Towpath Improvements	m	2177	2187	0.46
Gate Replacements. Number of locks.	No	31	31	0.00
Gates Replacements. Number of Leaves fitted.	No	125	114	-8.80
Gate Repairs – to include relines and Cill/Quoin repairs and any works to conserve water	No	40	58	45.00
Other Leak Repairs – km length, Aqueducts, embankments	m	84.5	131.5	55.62
Boundary/Retaining Wall Repairs	m	108	113	0.00
Fencing	m	56	56	0.00
Access Improvements	No	7	9	28.57
Bridge Repairs	No	46	46	0.00
Other Asset Repairs (Culverts, Weirs, Aqueducts etc.)	No	54	52	-3.70
Total number of notifications	No	370	374	1.08

5.2 Project highlights:

Northwest – Notifications with potential to cause harm

Leeds & Liverpool km 85 setts missing at Feniscowles Bridge



Northwest – Notifications with potential to cause harm

Tarmac patching on Rochdale Canal



Milby Lock, River Ure

Top and bottom gates installed

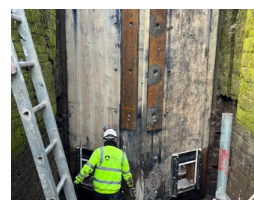


Emergency Repairs at Bank Newton Lock, Leeds & Liverpool Canal

Cill repairs



Lock 15 Stoppage, Worcester & Birmingham Canal



Wooton Rivers Lock, K&A Canal

Arising stoppage jointly delivered by DS and Ops teams



Annex 1: Toddbrook project cost history

Source	Estimated value and timing	Commentary
Board paper - 22 July 2022	The original B19 provision for the project was £24.4m (from B19-22).	The original provision was only in place up to B22, whereas the works will extend into B24, which carries substantial preliminaries (the running cost of being on site each month). The 'containment package' to manage the initial incident and immediate actions was £7m and the 'enabling works package' (design and investigations ahead of the main works) was another £7m.
	The current forecast has the project cost at £32.4m (across B19-24).	The main additional cost, alongside extended duration, is the containment pumping (averaging £60k per month). Other reasons for the project cost increase include the following: • Significantly increased design scope and complexity of both the spillway itself and other surrounding items of the scheme; and resultant temporary works design and planning. • Increased scope of ground investigations. • Extensive seismic review and analysis. • Inlet penstock automation of the bywash. • Increased legal fees for several items, and the purchase of Toddbrook Lodge. • Night cover for bywash water management. • Increased project management and design time.
Board paper - 24 November 2023	An additional £5.2m to cover delivery of the main construction elements, taking the total project value up to £37.6m.	• Inflation – original forecast ~5% inflation, Kier construction costs have been impacted by ~20%. • Tension piles – the no. of CFA piles has increased in the final design from earlier estimates. • Mine drainage diversion. • Kier additional staffing requirements. • Additional Trust staffing. • Pumping costs of c£65k/month. • Reservoir Road resurfacing.
Board paper – 21 March 2024	An additional £11.8m to cover delivery of the main construction elements, taking the total project value up to £49.4m.	• Delays to CFA piling for the spillway foundations. • Additional temporary works. • Missing items from the agreed Target Cost price (liability is under dispute). • Multiple additional dewatering provisions. • Disputes regarding ground conditions. • More plant, equipment and site staff. • Additional 'pain' – the Option D contract mechanism shares the excess cost (vs the Target). • Substantial programme delays – preliminaries for the site are in the region of ~£250k / month. • Additional consultancy spend. • Implemented (accepted) compensation events.



Board Meeting
May 2024
Information Report

Text in red font to be treated as confidential.

PEOPLE UPDATE

Karen Seth, People Director

1. PURPOSE

This report provides a full activity update on the work in the People Directorate over the preceding 2 months.

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 Colleague Engagement survey March 2024 – 7.9 engage index which is 0.5 increase on March 23 survey. All managers now reviewing their own reports and an action planning session has been held with our senior managers for cascade. (see infographic attached).
- 2.2 A positive ballot result to the colleague pay awards received; we have focussed on the administration of this in order that colleagues received the increase in their April pay.
- 2.3 People system change continues with face-to-face demos by the final two providers. Implementation will begin in October 2024.
- 2.4 To support the Trust wide ERP replacement, we have recruited a Change Manager who will support in fostering organisational readiness and ensuring a smooth and successful transition within these projects. Our successful candidate Amanda Grainger starts on 7th May.
- 2.5 We have reported for April 23 snapshot date our gender pay gap. We have continued to have a positive pay gap where women, on average, are paid 5.22% higher than men. We are looking to bring forward our reporting date for April 2024 and will provide a more detailed update at the next Remuneration Committee meeting.
- 2.6 We have appointed a new occupational health provider in our continuing review of support and benefits that we offer to colleagues. “Innovate” will replace our existing provider from 1st May 2024.
- 2.7 In April, the Ministry of Defence accredited our pledge to the Armed Forces Covenant.
- 2.8 Following feedback an Inclusion & Diversity “stand down” day was held with all colleagues (contractors & CRT) at Toddbrook reservoir to improve collaboration of working environment.

3. People Operations

- 3.1 We have begun looking into the aspect of volunteering within the People Operations team. We have met with one of our Volunteer Development Co-Ordinators to see how we can recruit volunteers to support us with development of our Navigate site and the initiation of a data cleanse.
- 3.2 As we enter B24, the People Team have taken over the full Trust training budget, which was previously split between each Directorate. This will allow us to pull data on courses booked and see where we can further support with group training bookings and potentially drive efficiencies with the process as we see where each area is spending training budget.
- 3.3 We have met with the final two shortlisted suppliers for the new People System (SAP Success Factors and Dayforce previously known as Ceridian). Each supplier has taken us through detailed demos at their Head Office to demonstrate to us how their system would work, along with answering further questions and scenarios. We are now due to meet to compare our scores to reach our final selected supplier.
- 3.4 To support the Trust ERP system replacement and ongoing O&M review, we have recruited a People Change Manager who will need to foster organisational readiness by addressing employee concerns and ensuring a smooth and successful transition within these projects. Our successful applicant Amanda Grainger starts with us on 7th May.

4. Reward & Wellbeing

- 4.1 Pay Review (see Section 2.5 of the March 2024 Board Report) was applied to all colour grades (Orange to Violet) from 1st April 2024. The Manager population retain 1st October effective date and so work will begin to determine the approach to be applied during the Summer.
- 4.2 The Trust reported its gender pay gap on the GOV.UK site for the April 2023 snapshot date. We will begin the work to calculate our April 2024 pay gap at the end of May so that we can bring forward our reporting date for the future. A more detailed update will be provided at the next Remuneration Committee meeting.
- 4.3 Whilst we are not obliged to report an ethnicity pay gap, we did calculate the figures based on the April 2023 snapshot date – the mean pay gap at the Trust is 1.60% and the bonus gap 72.35%. We will consider ethnicity in the actions above (further interrogation of the figures and action planning).
- 4.4 A review of existing payroll elements is underway to support new system implementation data cleanse and to also ensure full compliance.

5. Employee Relations

- 5.1 Occupational Health – Innovate has been assigned the Occupational Health contract. The change in provider takes effect from 1st May 2024, we are in the process of closing down with the current provider (Medigold) and transferring to Innovate. We have a series of drop-in sessions to support managers registering with the new occupational health portal.

- 5.2 Policies – a number of people policies have been refreshed to ensure compliance with UK legislation taking effect in April 2024 (Carers Standard, Flexible Working)
- 5.3 Pay award – the pay award and ballot were concluded. The pay deal applied is as follows:
- i. A flat increase of £1,500 per colleagues in the collective bargaining unit
 - ii. £23,200 will be established as the base salary for the Trust (excluding Apprentices).
 - iii. Colleagues below this pay point will move to £23,200, this incorporated the £1,500.
 - iv. There will not be an additional increase over and above the 1.5k.
 - v. The overall cost of applying the 1.5k from April is circa 2.38m
 - vi. The average increase will be above inflation (CPI) at circa 4.88%.
- 5.4 The Trade Union relationship continues to be co-operative; they do continue to push for more resource and greater remuneration, this is a standard perspective from Unions.

6. Inclusion & Diversity

- 6.1 Inclusion and Diversity Strategy Delivery Programme - The focus of the last two months has been continuing to deliver the priority pieces of work under the strategy (for example improved people metrics data collection and reporting, and improving existing processes around recruitment), and looking forward and shaping the work for the next business planning year.

- 6.2 **Inclusion Circles** - In April, the Ministry of Defence accredited our pledge via the signing of the [Armed Forces Covenant](#), which demonstrates our commitment to support ex-service personnel and their families in the workplace. This should benefit not only existing colleagues, but also help us attract different skills and experience into the Trust. Our Armed Forces Inclusion Circle has been instrumental in driving this forward, and means we are now eligible for a Defence Employer Recognition Scheme (ERS) Bronze award.

The Managing the Menopause inclusion circle have arranged a series of six menopause masterclasses, bringing in experts from Talking Menopause. They are taking place throughout the year to improve our understanding of the menopause and to further support colleagues. Topics are Nutrition, Alternative Medicines, Movement, Sleep, Mental Health, and HRT.

Using the Source Magazine, every month throughout 2024 one executive sponsor will talk about their role sponsoring an inclusion circle. Anne Gardner-Aston was in the March edition to highlight the work of the Women's Network to coincide with International Women's Day, and Maggie Gardner will be talking about faith and religious identity in the April edition.

- 6.3 I&D Awareness Events** - We engaged with colleagues through a session on inclusion & diversity in March as part of Events Week, seeking colleague input to help define how we can be more effective in delivering events in culturally and religiously diverse communities, and how we can deliver more towards our corporate objectives through our presence at Pride events.

We also celebrated **International Women's Day** in March via an event as part of Events Week.

In conjunction with Kier, we ran a "I&D stand down day" for all colleagues working at Toddbrook reservoir, following some feedback about facilities and behaviours on site. There was lots of engagement through the day and good discussion in the workshops. We are working with Infrastructure and Programmes and will be following up with Health and Safety about how we can work together across Directorates on stand down days in order to maximise efficiencies and effectiveness of learning and messaging while all colleagues on site are together.

7. People & Talent

- 7.1 Stepping into Management - Cohort 1 shortly entering into End point assessment with a view to completing the apprenticeship summertime 2024. Feedback from training provider is excellent regarding the learners.
- 7.2 Engagement Survey – our colleague engagement survey closed on 26 March, and we received 1,302 responses, meaning 74% of our invited colleagues took part. Our overall engagement for employees is 7.9; this is an increase 0.5 from March 2023 where overall engagement was 7.4 which is the highest colleague engagement score since 2020 when scores rose during the extraordinary Covid period, and is a testament to the work everyone has done over the past year to make the Trust a better place to work, whilst reflecting our responsibility to serve our customers and engage the communities around us. Directorate and Manager reports have been distributed and work will now begin on action planning. During April and May functions will be cascading the results and creating action plans to maintain and increase engagement (see infographic attached).
- 7.3 Onboarding
- 7.3.1 Colleague Induction – the latest induction event took place on 11 April in central Brimingham, with 42 new colleagues attending Evaluations deemed the event to be positive, exceeding expectations. Comments included "Really useful part of engagement which shows the Trust values welcoming people" and "I thought the induction did a good job introducing you to the breadth of activity the Trust engages in". Colleagues appreciated meeting and hearing from Richard and enjoyed seeing the canals brought to life by experiencing a boat trip with live commentary from our colleagues. Our next event is planned for July 11th.
- 7.3.2 Colleague handbook – launched this month to support all colleagues new and existing during their working life at the Trust and is designed to also protect our values. New colleagues receive a link to the document through a welcome email. The handbook provides colleagues an overview of what

is expected and what they can expect from the Trust, providing key information and relevant policies and processes.

- 7.3.3 After a successful pilot, in May we will be launching our Working at the Trust virtual event. This is delivered by the people partners. The purpose of this session is to support our new colleagues to become familiar with the Trust and signposting all the support that is available to them, whilst making sure they have sufficient information and knowledge to enable them to understand their responsibilities of working at the Trust, bringing to life the colleague handbook.
- 7.3.4 Our IT induction support tools have also been updated to ensure we offer support and guidance for all new colleagues joining.
- 7.4 End of year performance reviews – we are now commencing our end of year appraisal period. Managers and leaders are currently calibrating their team member ratings. As part of this process, to support our succession planning and Top Talent Development committee, managers and leaders will be required to have 'career conversations' with their team members. This will involve checking in on career aspirations – considering an individual's future ability and engagement at the Trust to confirm a career outcome choice of: potential to progress, interested in other roles, content in role or needs development plan. Managers will hold the end of year conversations during May and submit outcomes through Trust-ED in June. We will then discuss the data at the Talent Committee Meeting.
- 7.5 SAP Training records Cleansing – the training records cleansing is well underway; we are finalising a creation of a new catalogue of qualifications with correct expiry date and proficiency. Once finalised this will enable us to complete the mass upload of correct records to new SAP codes. Admins will be able to start inputting training records onto the new codes with correct proficiency and validity period set up automatically. This will ensure our training data records is up to date in preparation for migrating to the new people system.
- 7.6 Basic Fire Water Save a Life mandatory for all course – we are replacing our face to face Basic, Fire Water, Save a Life course into an e-learning module. This will result in significant cost savings as well as a more effective learning experience for our new colleagues. The module is currently in design phase and once complete will be mandated for all new colleagues – including volunteers to complete. Our implementation date for this is early June.
- 7.7 CAATS Competency Assessment and Training Scheme – H&S team is now reviewing training material for Helmsman endorsements. We are going to add endorsements to CAATS Assessors List. We have completed the delivery of CAATS Refresher virtual sessions. We are working on embedding CAATS Refresher e-learning to Trust-ED, where it will be available for CAATS Assessors and Line Managers who have not yet attended a refresher session.
- 7.8 Assemble Launch – Supported the launch of the volunteer system. All courses relevant to volunteers in Trust-ED transferred over to Assemble's new LMS platform and support pages created with relevant guides. We will be continuing to work with champions and stakeholders to produce FAQ's and accompanied guides to assist.
- 8. Recruitment

- 8.1 Inclusive & Safer Recruitment Standard finalised and signed off by Karen – will be communicated Trust wide throughout May with drop-in sessions for recruiting managers throughout May & June.
- 8.2 Armed Forces Covenant pledge and registration accepted. We have also submitted our application for Bronze level recognition under the Employers Recognition Scheme. Awaiting result (approx. 6 weeks). Internal and external comms planned. Well done to Stuart & Neil, Armed Forces Inclusion Circle for their drive to progress this and for working so cooperatively with Recruitment team to submit and prepare comms and future opportunities.
- 8.3 **Redacted**
- 8.4 **Redacted**
- 8.5 Waterways ways Ombudsman – Recruitment is live and ongoing. Sarah Daniels has a short-term extension whilst recruitment for replacement is conducted.
- 8.6 Inclusive & safer Recruitment new training content is currently being created. This will generate approval to recruit on completion and will be based around the Inclusive & Safer Recruitment Standard. Roll out is expected in Summer 2024, until then Peopleways recruitment training module will remain.
- 8.7 Inclusive Recruitment Action plan continues with focus for next 3 months on Website improvements, Inclusion circle involvement, Applicant & process status diversity data analysis development & Standardisation Trust wide of key volume roles.

9. People Business Partnering

- 9.1 Supporting review of Fundraising team structure/roles as a result of increased income targets. Anticipated that roles planned in future years could be brought forward and some new ones created which report to the Exec member.
- 9.2 Uplift of Collections team salaries and review of structure/roles needed in order to address critical talent retention and flight risks.
- 9.3 Workplace Incident guidance document for managers and colleagues drafted and close to completion. Provides easy access to advice on what support is available to colleagues and volunteers should an emergency or incident occur and help available, i.e. crisis counselling.
- 9.4 Reviewing notice periods for those roles who should be on 12 weeks' notice or would cause significant disruption if they left with only 4 weeks' notice. Compiling view across the Trust and agreeing approach for each situation.
- 9.5 Baby loss managers guide has been shared with the Working Parents Group inclusion circle for feedback. This will be incorporated, and the document produced as a Page Tiger doc and uploaded to Navigate with the Baby Loss Standard.
- 9.6 Following the feedback an IVF / fertility manager guide will also be produced.



Board Meeting

23 May 2024

Background Report to Chief Executive Board Report

Text in Red Font to be treated as Confidential.

STRATEGY & IMPACT REPORT

Heather Clarke, Strategy & Impact Director

1. Purpose & Overview

1.1. The purpose of this report is to provide the Board of Trustees with an update on key activities:

- Strategy Development
- Brand & Marketing
- Strategic Partnerships & Funded Programmes
- Participatory Development
- Insight & Evidence
- Heritage & Collections
- Environment & Climate Action
- Water Resourcing & Management
- Planning, Placemaking, Design & HS2

1.2. Redacted

1.3. Redacted

2. Key Matters

Royal Patron

2.1. Following a year-long review which included a thorough analysis of over one thousand organisations, and the Trust having regular check-ins with the royal household, we are pleased to report that His Majesty King Charles III is 'delighted to retain the Patronage of the Canal & River Trust.'

Redacted

2.2. Redacted

- Redacted
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- Redacted

Achievement of Key B23 Targets – Growing Our Supporter Base & Learning & Skills Participation

2.3. B23 target of growing our supporter base to 1.6 million supporters was achieved, growing our supporter base and pipeline from 1,431,169 to 1,600,536 during 2023/24 (further details included within paragraph 3.1 below) and we surpassed our targets for participation in our learning & skills learning with:

- Explorers' face-to-face participants for 2023/24 was 103,737 (B23 target was 95,000)
- Water Safety KPI for 2023/24 was 77,793 (B23 target was 62,500)

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2.4. Redacted

2.5. Redacted

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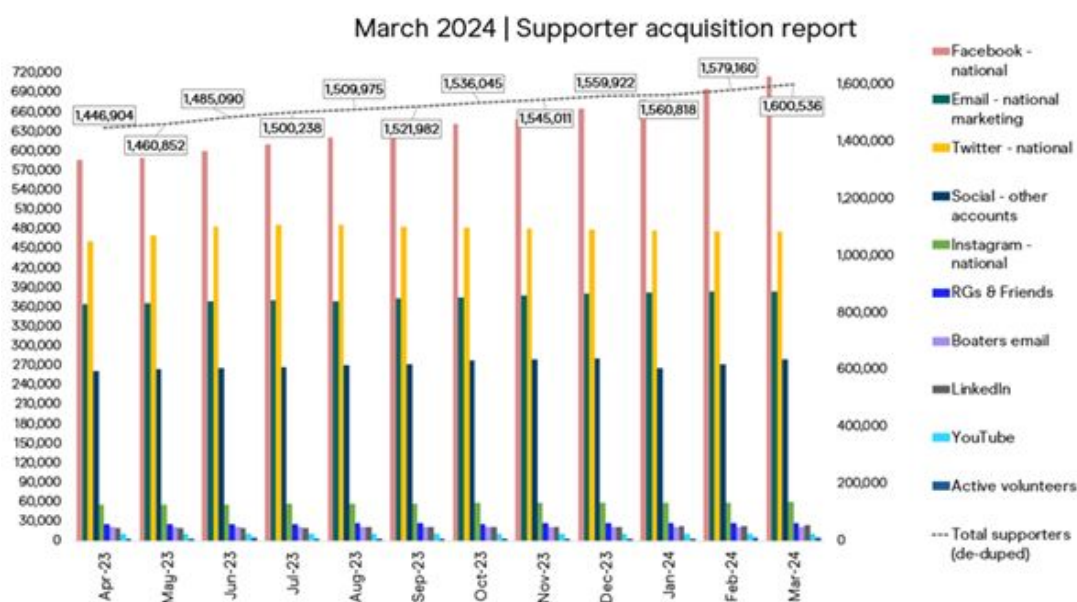
2.13. Redacted

3. Brand & Marketing

Growing Our Supporter Base

3.1. At the end of March 2024, we secured our target of 1.6 million supporters (a de-duped estimation of 2 million total across our channels), which would have been almost further 17k supporter had it not been for the closure of some of our customer services accounts on 'X' (formally Twitter) resulting in an unplanned reduction of followers.

- 3.2. Throughout B24 we will be looking to continue to grow and retain this audience, whilst testing further propositions with fundraising to encourage more financial donations and advocacy support.



Promoting Our Winter Works & Open Days: Step Behind the Scenes Docuseries

- 3.3. In mid-April, our Marketing and Brand Team launched our 'Step behind the scenes' docuseries promoting our winter works programme. Bringing our work to life in a way never seen before, we worked with seasoned television presenters Dan Snow (who gifted his time) and Dr Mark Evans to create six short films to help build brand awareness, brand comprehension and highlight our charity's need for financial support with direct donation asks.
- 3.4. The films were premiered on World Heritage Day (18 April) in two private events for our Friends and newsletter subscribers, including a Q&A with fundraising and operations colleagues. Around 300 people attended these events hosted by the Fundraising Team, with 22 donations as a direct result. We also hosted a well-attended internal premiere for colleagues. Overall sentiment has been very positive.

3.5. Our paid marketing activity (£40k media spend) went live on 9 May across the Meta platform (Facebook and Instagram) and YouTube advertising with a view to build brand awareness and brand comprehension with clear 'text to donate' and QR code fundraising asks. The campaign targets set are as follows:

- 7.8 million impressions (4.3 million YouTube and 3.5 million Meta)
- 3.5 million video views (2 million YouTube and 1.5 million Meta)
- 11k clicks (3.9k YouTube and 7.1k Meta)



- 3.6. We are hopeful that it gains momentum and we will increase the media spend to maximise the opportunity accordingly. We have also started to promote through organic channels (via social media, website and email) with over 300k impressions on organic social media so far, 15% of this is from non-followers suggesting it has been shared or recommended. We are also looking at PR and further marketing activity to target specific audience groups. Beyond this, these films will form content used across the year.
- 3.7. Both Dr Mark Evans and Dan Snow, will be reaching out to their contacts to use the films as a 'show reel' to secure a potential 'behind the scenes' television series, **Redacted**

Campaigns, ambassadors, and celebrity engagement

#VolunteerByWater campaign 2024 – The Big Help Out

- 3.8. For a second year running, we will be a prominent partner in The Big Help Out 2024, which runs from 7-9 June 2024. Organised by the Together Coalition to coincide with Volunteering Week, we will be partnering with many large charities to promote our volunteering opportunities, building on our #VolunteerByWater campaign. This has included digital promotion, providing user generated content for BBC's Countryfile, discussing the Roundhouse as a venue for the Environmental launch in mid-May and working with Ranvir Singh for celebrity endorsement opportunities.



Summer Nature Campaign

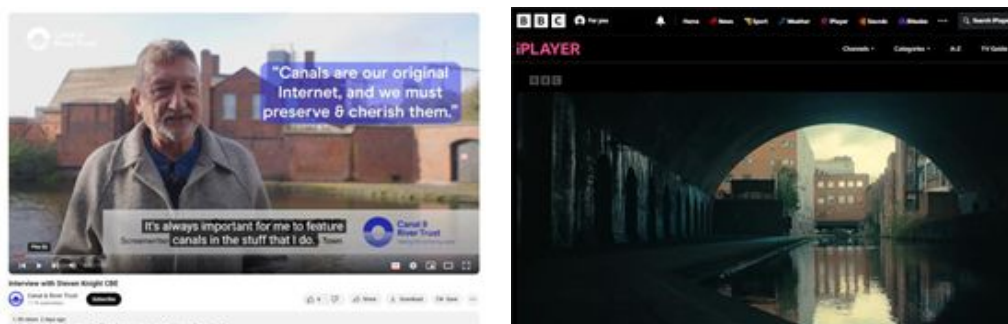
3.9. Redacted

Filming

- 3.10. Redacted . The writers' strike from 2023 has had a continued knock-on effect on the volume of filming enquiries and shoots taking place in the early part of 2024, however this seems to be improving.
- 3.11. Recent major shoots taking place across the network include Coal Drop Sessions (music series on a narrowboat) on the Regent's Canal, New Balance photoshoot River Lee, Too Much (Netflix) at Little Venice, Deep Cover (feature film) at Camden, Domino's Pizza advert in Camden and Late Night Lycett (Channel 4) 6-week live series at The Bond Birmingham, Whitstable Pearl (BBC) River Lee, The Apprentice (BBC) Docklands. The Walking Weatherman (BBC Wales) airs on 20 May 2024.

Steven Knight – high profile support

- 3.12. With the release of the new primetime TV series, 'This Town', we have worked with its creator Steven Knight (Peaky Blinders), to produce a short film where he talks about why he features canals, and their importance to him. This has had 8.4k views to date. This opportunity continues to strengthen our relationship with this key influential figure and passionate canal supporter. https://youtu.be/_rAY7bV0E8k?si=LX9WY2GDT-aEh5Y0



Narrow Escapes – Channel 4 Daytime Series now available

- 3.13. Narrow Escapes aired on 29th April 2024. This 20-episode x 60-minute series for Channel 4 Daytime focuses primarily on boating, redacted.
- 3.14. It was fifth most watched show on Channel 4 on launch day. redacted



Events and Brand

Redacted

- 3.15. Redacted
- 3.16. Over the financial year 2023/24, we hosted a total of 2,220 events, with an estimated attendance of 585k. These comprised 1,628 Trust-led events with a total estimated attendance of 176k and 592 externally led events, which attracted an estimated 409k. We also received a total of 637 external event applications.
- 3.17. In early March, we organised an internal Events Week which was attended by 400 colleagues and volunteers and covered a range of speakers and topics including inclusive events, fundraising, changing, safeguarding, monitoring and evaluation, branding, and partnership events.

Marketing volunteers' pilot and volunteer brand ambassador programme

- 3.18. Six volunteers have been recruited and trained to support marketing activities as part of a pilot to deliver more grass-roots marketing. New materials have been created and baseline brand awareness assessed through face-to-face surveys in Leicester this month and we are looking to launch a local Speaker's Network in May.
- 3.19. Following a survey in January to review the rollout of brand training and use of branded materials by customer facing volunteers, additional marketing materials have been supplied to three regions including the update of all six regional key card messaging and how we spend our money flyer as well as stronger fundraising messages through a QR code and text to donate ask.

Wider marketing support

- 3.20. We supported the Yorkshire & North East region to deliver a wide range of branded materials, signs, banners, and giveaways for the Bingley Five Rise Locks 250th anniversary at the end of March attended by thousands of people. The materials included working with Northern Rail to replace two large Trust signs at Bingley station free of charge. We also supported the London & South East region to produce branded materials for the London Marathon this month and Canal Cavalcade event in Little Venice in May.



Canal Cavalcade, Little Venice



Bingley Station



London Marathon

- 3.21. We have been working with Guide Dogs for the Blind to host an accessible and inclusive art trail around West India Quay from March-May.



4. Strategic Partnerships, Participation Development & Funded Programmes

Sustrans - Towpath Improvement Funding

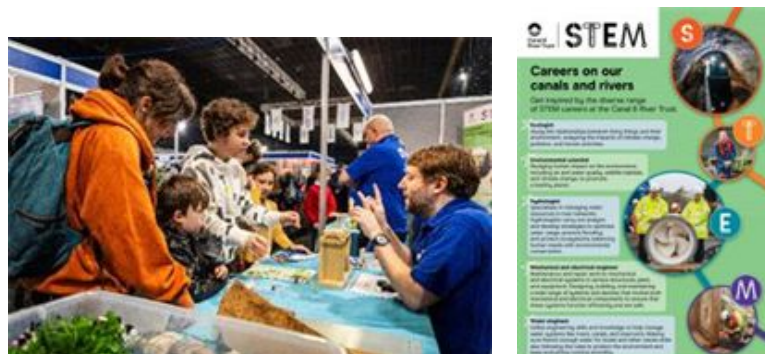
- 4.1. The Tranche 6 Towpath improvement scheme on the Leeds & Liverpool Canal between Shipley and Bingley (the Airedale Greenway Sustrans National Route 696) has just been completed. A further £540,000 funding for a second phase of works on 1.2 km of towpath is now in place, bringing a total of over £1million investment to the Leeds & Liverpool Canal through this partnership with Sustrans.

Learning & Skills

Get Up to Speed – STEM careers event in Yorkshire and North East

- 4.2. As part of our STEM learning programme we attended the Get Up to Speed STEM Careers event. The annual event was attended by around 5,700 young people from across the region. We engaged 570 young people in activities on the stand and were able to talk

to them about STEM careers and the pathways available to them. With funding from the People's Postcode Lottery, we were also able to update our STEM exhibition resources.



Health & Sport

Green Social Prescribing (GSP)

- 4.3. We attended a Geen Social Prescribing Event, organised by the Climate and Sustainability Lead for Wales, funded by the Welsh government, to explore how best to develop GSP. The event hosted representatives from the Welsh Government, clinicians and others involved in this area of work in Wales, to discuss what has been done so far and opportunities for future development of GSP.
- 4.4. Following the success of our GSP work in England, this provided an opportunity to engage with a network keen to do more around GSP and explore how we could be part of this offer. To initiate this work and build on the enthusiasm generated at the previous event, we will work with Greener Health Wales to host two events, with the first one at Pontcysyllte World Heritage Site in Wrexham in July. It will bring together local stakeholders from across sectors to help shape a place-based GSP pilot that will combine arts, health & wellbeing, delivered as part of the current Shared Prosperity Fund.
- 4.5. For information, the Welsh Government published a National Framework for Social Prescribing in December 2023.

Wellbeing, Youth & Arts

Bradford 2025

- 4.6. Working with the Yorkshire & North East region and others across the Trust, we are developing an engagement strategy for Bradford 2025 City of Culture. Learning from our work with Coventry City of Culture we are engaging with programme planners to embed and promote Trust activities as part of the City of Culture festivities and events.

Mother Nature Project

- 4.7. In collaboration with Birmingham Open media, Aston University and West Midlands region, the Mother Nature project aims to use immersive art and technology to engage members

of the public in Birmingham and the Black Country with their local green and blue spaces. We aim to activate underused spaces on the network to raise awareness of environmental issues (such as pollution and fly tipping / litter) and create a sense of ownership and belonging for community members.

'Opal's Comet - CultureDale 2024'

- 4.8. 'Opal's Comet - CultureDale 2024' runs from 22-27 May 2024, as part of the Calderdale Year of Culture. This event involves a live music and sculpture showcase mounted on a canal barge, travelling from Walsden to Brighouse along the Rochdale Canal and Calder and Hebble Navigation. It aims to create a dynamic and immersive experience for attendees with audiences invited to walk alongside the barge, enjoying the performance. This event celebrates local culture but also highlights the beauty and history of the canals.

Ministry of Justice (MOJ) National Probation Programme

- 4.9. The programme continues to grow with new projects underway in Cheshire and Manchester. Progress is also being made to roll out the programme through new connections with partners in the Regional Probation Service in the South East, Wales and East Midlands. There are at least 25 areas of canal improvement activity currently being delivered by over 4,000 People on Probation across the regions. Work is also underway to collate data and evaluate the programme and year-end figures for the national Sponsor Board meeting next month.



Before and after photos of clearance work on the Rochdale Canal

5. Heritage & Collections

Listed Building Consent Order (LBCO)

- 5.1. **Redacted**

6. Environment & Climate Action

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

- 6.1. Work has continued on the Ecological Data Hub, the new tool that contains information on the Trust's ecological baseline. The tool is largely complete, and we are using it to answer queries relating to Local Nature Recovery Strategies (LNRS) and other incoming queries for BNG units.
- 6.2. The Trust has received several enquiries from developers interested in BNG units, including Bellway, a large national housebuilder. We are following up these opportunities and exploring how the Trust would identify and sell appropriate BNG units. The assessment also includes an approach from a battery storage developer, and we are assessing how we could 'layer' BNG opportunities alongside the battery storage development. This includes using the Ecological Data Hub to identify opportunities.

Net Zero

- 6.3. The is focused upon updating the Trust's progress on decarbonisation against the 2019/20 baseline and developing our Net Zero strategy and KPIs.
- 6.4. The site audits are complete, and work is underway on our report for submission to the Energy Savings Opportunity Scheme (ESOS) submission. This third-round submission requires the production of an energy intensity ratio. This ratio is a relative measure linked to outputs and will be a useful way to track and report progress against Net Zero.

Climate Change Adaptation Reporting

- 6.5. Canals are now included within the UK's national Climate Change Risk Assessment Round 4 reporting (ARP 4). The Trust's report, along with those from other infrastructure owners, local authorities and key societal organisations informs the UK's 4th Climate National Adaptation plan.
- 6.6. The Board of Trustees will be given the opportunity to consider our draft ARP4 report submission at the September Board meeting and to approve / amend the final draft submission at the November Board meeting in readiness for our formal submission by the deadline of 31 December 2024. This ARP4 Report will build upon the climate change risk assessment submitted as part of our GGR evidence and will help to set the strategic framework for how the Trust responds to the effects of climate change.

Local Nature Recovery Strategies (LNRSs)

- 6.7. We have engaged with a number of authorities responsible for LNRSs, including a meeting with the Greater London Authority team responsible for the LNRSs for all 33 London Authorities. We have presented the information that we have available to support LNRSs development and will be registering as an interested party on all of the platforms that are now being developed to support LNRS delivery.

Defra Supported I-Record

- 6.8. Work to develop the Trust's interface to I-Record commenced in April. I-Record is a Defra supported online database of species sighting that uses both citizen science and professional records to update the data.

Environmental Appraisal Refresh

- 6.9. Work has commenced on the Environmental Appraisal Refresh project. This is a tool used across all Trust activities to identify environmental risks associated with our projects. This is a six-month project which will see the introduction of a new risk screening tool and a streamlined process that better reflects current working practices at the Trust and prioritises resources to more complex and higher risk projects.

7. Redacted

Redacted

- 7.1. Redacted

- 7.2. Redacted

Redacted

- 7.3. Redacted

- 7.4. Redacted

8. Planning, Placemaking & Design

Statutory Consultee for Planning Applications

- 8.1. We have received **218** consultations to which a response was due in the period 1 April to 30 April 2024. Of these, we responded to **97%** within 21 days or otherwise agreed extension.

Government Review of Statutory Consultees in the Planning System

- 8.2. The review was due to report to the Secretary of State in March 2024. We understand that progress has been delayed but have no indication of when review recommendations will now be shared with statutory consultees.

Redacted

- 8.3. Redacted.

- 8.4. Redacted

Liverpool Waterfront Plan

- 8.5. In April Liverpool City Council appointed West8 and BDP to lead the development of the 'Liverpool Waterfront Plan', an ambitious and visionary plan for Liverpool's iconic waterfront over the next 25 years, ensuring development around the waterfront is more inclusive, and identifying the key challenges and opportunities for change. We will engage with the council's design team to promote the sustainable use of the waterspace within proposals. David Rudlin, a member of the Trust's Cultural Heritage Advisory Group, is leading the BDP team.

National Towpath Survey

- 8.6. Our volunteers have now completed 14,235 detailed survey assessments, covering over 1,423 km of towpath. We are working with the volunteer team to fill the gaps and complete strategic lengths of towpaths, and we continue to seek new volunteers to extend the reach of the survey. We are also exploring how the collected data can be made more easily available to colleagues to help identify those lengths of towpath to prioritise for improvement, and to inform appropriate design development.

High Speed Two (HS2)

- 8.7. **Redacted**

Phase 1 – London to West Midlands

- 8.8. Tunnelling works beneath the Paddington Arm Canal near Northolt will commence later this year and a system of ground movement monitoring on the canal and on Network Rail and Transport for London structures over the canal is currently being installed.
- 8.9. Works by UK Power Networks and HS2 to construct a micro tunnel beneath the Paddington Arm Canal at Old Oak Lane Willesden (to accommodate high voltage electricity power supplies to the new HS2 Old Oak Common station and provide temporary power to the HS2 tunnel boring machine) have been successfully completed.
- 8.10. Works to construct the HS2 Longhole Viaduct over the Grand Union Canal in Warwickshire have commenced, and we responded to the local planning authority regarding the final design of the viaduct and surrounding hard and soft landscaping proposals.
- 8.11. Works to construct the HS2 Oxford Canal Viaduct have made further progress, with the completion of all the canalside piling works and other elements of the viaduct superstructure. Construction of the HS2 viaduct at the Colne Valley over the Grand Union Canal near Denham and the HS2 Saltley Underbridge and HS2 Saltley viaduct, two large structures over the Birmingham & Warwick Junction canal east of Birmingham City Centre continue to progress well on site.



- 8.12. Construction of the Curzon 3 viaduct over the Digbeth Branch Canal in central Birmingham has continued. The LPA has granted its consent for the design of the viaduct, subject to several conditions requested by us. A series of overnight closures of the canal and the towpath commencing in August 2024 have been approved by the Trust.



- 8.13. Redacted
- 8.14. We will be entering into temporary license arrangements with HS2 Ltd for two locations where they have not been able to use their statutory powers of acquisition on the Trust. Redacted

Mayors Feasibility Study

- 8.15. Redacted

Heather Clarke, Strategy & Impact Director, May 2024



Board Meeting
23 May 2024

Background Report to Chief Executive Board Report

FUNDRAISING DIRECTORATE REPORT

Maggie Gardner, Fundraising Director

1. Purpose & Overview

The purpose of this report is to provide the Board of Trustees with an update on key activities in the fourth quarter of B23 (January – March) and the start of Q1 B24.

2. Overall

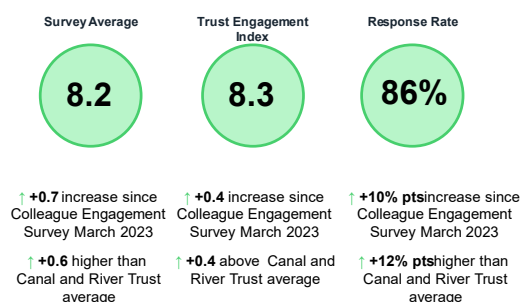
2.1. Since the last report the team has focused on four priorities

- Delivering to B23 target – ending the year with gross income of £6.3m v £6.5m target and a contribution of £3.47m against a target of £2.95m (mainly as a result of savings due to the high level of vacancies)
- Planning for B24 which sees income grow from £6.3m to £8.5m
- Taking the trustees prompt to push for even greater growth, beginning to explore further options for investment and increased income over and above what was presented in the draft Fundraising Strategy (with the intent to bring a revised strategy to the July board)
- Recruiting and onboarding key staff across the directorate

2.2. Our Gift in Wills team was recognised at the Smee & Ford Legacy Giving Awards 2024 (the most prestigious legacy awards in the UK) nominated for two awards and winning the Best Start Up Legacy Programme. This award recognises the excellent work of the Gifts in Wills Team including an outstanding series of legacy events where we've welcomed over 500 people, a new Gifts in Wills strategy and revamped legacy materials.

2.3. The Fundraising engagement score increased by 0.4% and was 0.4% above the Trust average. This is against a background of management change and rapidly increasing targets.

Headline Results for Fundraising



Two of the Fundraising team's weakest scores were 'I believe I have everything I need to do my job to the best of my ability' and 'Other departments collaborate well with us to get things done'. On exploring this with the team - Sugar CRM, internal bureaucracy, pace and internal competition were mentioned. Our People Champions are working with the team to explore in more depth and arrive at suggested solutions, while significant issues such as the fundraising functionality of Sugar CRM are being addressed.

- 2.4 As of the beginning of May the central fundraising team is largely in place. Vicki Stanley and Will Brookes joined the Philanthropy and Partnerships team in early April, and Ruby Dickens joined the Individual Giving and Legacy team as Acquisition and Development Manager in May (Ruby's background includes Age UK, Shelter and Cancer Research UK). Moreover, vacancies in the Face-to-Face team are significantly reduced.
- 2.5 Sugar CRM primarily works as a customer service 'react and resolve' system e.g. to serve our boating offer, signups for participatory activities etc. rather than a pipeline and sales management system which is required for fundraising. This meant for example that there were issues with segmenting data, stewarding donors, and even attaching emails and other communications to records etc. Phase 3 of Sugar CRM (which focuses on fundraising) is agreed for B24 and has progressed at pace with all required documentation provided to Enable in April. We are now awaiting their response both in terms of timelines and cost before approving the next phase which will likely take most of B24 to complete.
- 2.6 Redacted
- 2.7 Invitations have now been sent for the Anderton Boat Lift Showcase, which is taking place on 6th June, led by the Philanthropy team. We have compiled a guest list of almost 100 high-net worth and ultra-high net worth individuals who have the capacity to support the project and are likely to have affinity with it. Redacted. We have already received RSVPs from some major philanthropists based in the Northwest.

3. Individual Giving and Legacy (IG&L)

- 3.1 Overall, the IG&L team ended the year at £3.286m versus a full year target of £2.910m. This is the first time in 3 years the team has beaten gross target and

reflects work done to re-build the foundations, infrastructure and team. Particular highlights were:

- Over 500 people attending the 2023/24 legacy events programme with a pledge pipeline now in excess of £8m.
- Growing the Friends programme for the first time since covid
- Contactless giving reaching over £100K for the first time with the team addressing significant technology issues which are now overcome
- Redacted
- Enhanced supporter experience – 3 supporter webinars, donor appreciation week, running our first 3 mid-level stewardship events at Ellesmere, Bradley Ferry and Islington
- A positive fundraising internal audit outcome and learnings.

4. Regular Giving (Friends) & Face to Face Fundraising

- Regular giving including Face to Face ended B23 with income of £2m versus a target of £2.072m.
- Redacted
- Redacted
- Following a review of Face to Face Fundraising we have begun offering permanent contracts to agency Face to Face Fundraisers who successfully complete the initial period (approx. 6 months). Three fundraisers have so far moved onto a Trust contract.
- Redacted
- Redacted
- Redacted
- Redacted
- Redacted

5. Appeals, In-Memory & Digital Fundraising

5.1. Redacted

- 5.2. In-memory dedication opportunities were relaunched in March. This started positively with a small number of orders for both benches (each costing £4K) and plaques on exiting benches (£1.8K). We now have 40 requests and are working with prospective supporters to deliver. The team are particularly focusing on confirming the design and installation of our first In-memory tree at one of our museums and attractions. This will be our lowest price point opportunity at £200-£300 a leaf and will provide a scalable and sustainable solution to dedication products. The highest price point which is sponsor a lock gate has also been launched online and will be followed by marketing

particularly through the Philanthropy and Partnership team. Other options including a mooring bollard dedication are currently being explored.

[Dedication pages | Canal & River Trust \(canalrivertrust.org.uk\)](https://canalrivertrust.org.uk)

- 5.3. The Summer Appeal is now in final planning stages in readiness for launch in May. The concept development led by Fundraising will form part of a wider integrated campaign with the Marketing Team. The working title of the campaign is 'Give Wildlife a Home and a Highway'. This way of working represents a small but important amendment in ways of working with a number of Fundraising/Marketing Campaigns now placing fundraising requirements and asks as central (previously they have been important but sometimes secondary).

Below is an extract of the case for support around which we will highlight 4 hero species (Kingfishers, Water Voles, Bees and Eels)

The case for support – the big picture

Attention Most important to draw in colder audiences	At a time when our nature is crisis, with the UK having lost half its native species and making it one of the most nature depleted countries in the world, your local canal is a rare haven for wildlife. Though one in seven of our species are under threat, including water voles, bees and eels, canals and rivers play a vital role in helping nature thrive.
Interest Most important to educate Mktg Database audience	Thanks to our charity's work to improve our unique waterway habitats, we're helping fish thrive below the water, and reedbeds rustle with water voles, moorhens and swans. We're helping more towpaths flourish with wildflowers for bees and dragonflies, and ensuring our embankments give brilliantly coloured kingfishers safe hunting grounds. With your support today, we can do even more to protect wildlife and restore the homes nature needs. You can help us connect up isolated pockets of habitat and give hundreds of species the chance to move along our 2,000-mile-long nature highway reaching across the nation.
Desire Most important to covert warm audiences	Your donation today will help us do even more to bring threatened wildlife back. From creating more fish passes for eels, building more floating reedbeds for water voles, sowing more wildflowers for bees, and keeping canals full of fish for kingfishers. Together, we can add 10% more biodiversity to our canals in the next 10 years and give more wildlife a home and a healthy highway back to recovery.
Action	Please give £xx today to build homes and highways for nature. Together we can restore wildlife by water.




- 5.4. Fundraising across our Winter Open Days concluded with two successful donor VIP events at Bradley Ferry and Islington. 75 committed donors attended across the two days & allowed us to test potential opportunities for upselling (1 major donor lead and 5 Direct debit upgrades) as well as providing an experience that supported their ongoing stewardship.

These were followed by two successful Donor webinars, working in partnership with the marketing team to utilise the fantastic video content that had been produced with Dan Snow and Dr Mark Davis. 299 people logged onto the sessions with an average of 10% making a donation during the sessions (this is an outstanding achievement for a webinar). Others who attended will potentially make a donation at a later date and Friends will hopefully have had their engagement and affinity with the Trust deepened.

We are now evaluating all aspects of the Winter Works campaign to identify the best opportunities and risks across the open days, virtual events and donor events.

6. Legacies

6.1. **Redacted.**

6.2. The team were nominated for 2 national awards and at the beginning of April our team has been crowned winner of the Best Start Up Legacy Programme at the Smee & Ford Legacy Giving Awards 2024 (the most prestigious legacy awards in the UK). This award recognises the excellent work of the Gifts in Wills Team including an outstanding series of legacy events where we've welcomed over 500 people, a new Gifts in Wills strategy and revamped legacy materials – plus lots of other great work.

Great Gifts in Wills fundraising is important – particularly as it's a growing market, allows people to demonstrate their love for our cause, and as we are already seeing is attractive to our audience.

So, congratulations to **Hamish, Emily, Kali and Julie** – and thanks to everyone who is helping make this work such a success.



6.3. We are now looking forward to the Summer Legacy Enquiry Events series with over 10 exclusive and inspiring events planned between June and September. We are again grateful to all the regional colleagues supporting and all 10 events have reached capacity within 3 weeks of the mailings going out with over 450 committed donors due to attend the series. The events are vital to us hitting our targets of generating 100 additional pledgers this year and are at the following locations and dates:

Foxton Locks	Tuesday 4 th June
Brecon Basin	Tuesday 11 th June
Lune Aqueduct	Thursday 13 th June
Gloucester Docks	Monday 17 th June
Leeds Waterfront	Friday 21 st June
London Docklands	Thursday 27 th June
The Roundhouse, Birmingham	Thursday 25 th / Friday 26 th July
Anderton Boat Lift	Friday 20 th September
Stoke Bruerne	Mid-September TBC

We are now looking for opportunities to add in additional events.

7. Supporter Care & Stewardship

- 7.1. The Spring edition of Waterfront magazine was sent to supporters receiving a number of positive comments (it regularly scores 5 out of 5 in our external Mystery Shopping).



- 7.2. Looking forward one key element of our new approach is exploring a supporter journey of cash to committed giver to legacy. This is a sector standard journey. To support this we have developed new welcome and upsell journeys with our cash audience across both digital and post channels. This is very much a test and learn approach and we are already working on refinements and a potential test of A/B journeys.
- 7.3. The Supporter experience improvement plan progressed significantly in Q4 with agreed solutions found for better handling of donor enquiries on the phone and social media. Through a combination of ongoing training, improvements to Sugar & embedding the fundraising supporter care team into the work of Customer services and Social media we are confident that the next round of mystery shopping scores (due in later summer) should start to see some improvements.

There is one significant concern remaining with regards to the internal handling of post. This has been escalated after a recent internal mystery shopping led by the Supporter

Journey Manager in the Individual Giving Team highlighting the areas of significant concern that show risks not just for fundraising but the wider organisation. Potential solutions have been scoped but focused progress will need to be made to remove the risks as quickly as possible.

8. Philanthropy and Partnerships

- 8.1 Overall, Philanthropy & Partnerships ended B23 with a total income of £3.03m against a target of £3.60m and an F10 forecast of £3.04m. Total contribution for the year was £2.83 million against a target of £3.16 million.
- 8.2 During B23 there was significant change in the Philanthropy & Partnerships team, with an almost entirely new team being recruited. All but one of the vacant posts are now filled, and the remaining post is expected to be filled shortly. Leads for all income areas are working with the Head of Philanthropy & Partnerships to develop detailed plans which will complement the new fundraising strategy for B24 and beyond.

The B24 Philanthropy & Partnerships target is £4.91m and B24 contribution will be £4.37m.

9. Trusts, Lotteries & Statutory

- 9.1 Aimee-Louise Malcom joined the team at the beginning of May as Trusts & Statutory Fundraising Manager, this role will greatly increase our capacity to submit high quality fundraising bids. We are currently recruiting for a Trusts and Grants Executive which is the last vacancy to be filled in the Philanthropy & Partnerships team.
- 9.2 People's Postcode Lottery: In March, Richard attended PPL's CEO dinner in Edinburgh and had a positive one on one meeting with their Head of Charities. The P&P team together with the London team hosted a successful evening event showcasing the work of the Trust to an international PPL team. This went so well PPL have asked us to host a visit for the Novamedia (PPL Group) board and Supervisory Board in June.
- 9.3 **Applications and approaches:** c.£1 million application to the Biffa Award will be submitted by end of May deadline. Stage 1 Wolfson application will be submitted by the July deadline. An application schedule for B24 has been developed and the volume of asks submitted by the team will increase significantly over the coming months. Positive meeting with CEO of Ernest Cook Trust who will be attending Trustee event in Newbury on 22nd May.

10. Major Donors

- 10.1 Vicki Stanley joined the Trust on 8th April as Senior Philanthropy Manager and will be working with Lydia (Head of P&P) to develop a new major donor giving programme including events, propositions, excellent stewardship, and recognition opportunities. We have also appointed Eleanor Mason as Philanthropy Manager and she will start in the Philanthropy team at the end of May. Eleanor is currently on an NLHF funded contract, leading the fundraising for the Engineering the Future project at Anderton Boat Lift.
- 10.2 **Major donor asks in progress:**

- We are discussing a ten-year commitment to the Trust from an ultra-high-net worth individual **redacted**
- Following a positive meeting we have submitted a shopping list of options to an existing major donor for his next gift. These range from £30k to £120k and are budget relieving, such as 'sponsoring' an ecologist.

11. Corporates

11.1 Will Brookes started at the Trust on 8th April as Senior Partnerships Manager (Corporate) and is working with Lydia (Head of P&P), to develop a new national corporate fundraising programme.

11.2 Opportunities in progress:

- We have submitted a charity of the year application to Co-op and await the outcome.
- A discovery meeting with Firth Steels Ltd has resulted in them confirming that they would like to donate £68,500 of Environment Agency enforcement undertakings to the Canal and River Trust. We expect to receive this within twelve months and are working with colleagues to find a suitable project to put this towards.
- A possible partnership with YuLife is developing and they have offered to introduce us to their wider network of corporate relationships.

Maggie Gardner, Fundraising Director, May 2024