



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 21st September 2023, Double Tree by Hilton, Milton Keynes.

Present:

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

In attendance:

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

Apologies for absence: - Chris Fellingham, Trustee

23/049 WELCOME AND APOLOGIES

The Chair welcomed James Bevan to his first meeting.

Apologies had been received by Chris Fellingham.

23/050 DECLARATION OF INTERESTS

The Board received and noted the Register of Interests report.

23/051 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the meeting held on the 20th July 2023 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.

23/052 ANNUAL REPORT & ACCOUNTS 2022-2023

SD presented the Annual Report and Accounts (ARA) for 2022-2023 stating that the year-end accounts process and external audit review for the year ended 31 March 2023 had been concluded.

A copy of the papers prepared for the Audit and Risk Committee (ARC) on 4 September 2023, together with all appendices, were included as an addendum to the paper, including Appendix 6 which detailed the changes to the ARA following the ARC meeting.

SD noted one further outstanding clarification in the Management Representation Letter - specifically to the schedule of unadjusted audit differences in relation to reservoir provisioning – which would be finalised within the next 24 hours. SD confirmed that this would not affect the ARA itself and only related to BDO's view of the accuracy of the Trust's estimated future costs.

The Chair of the Audit & Risk Committee confirmed that the Committee were happy to recommend the approval of the ARA by the Board.

The Board thanked SD and his team (particularly Group Financial Controller, Matt Cross) for their hard work in completing the ARA processes within the required timeframe and noted the valuable input of Robert Milburn (co-opted member of ARC).

The Board:

- **APPROVED** the Trust ARA which would be signed by the Chair on behalf of the Board as at 21 September 2023.
- **APPROVED** the Trust Management Letter of Representation to be signed on their behalf by the Chairman as at 21 September 2023, subject to the final clarification by SD in the schedule of unadjusted audit differences contained in the appendix of that letter relating to reservoir provisioning.
- **APPROVED** the ARA and Management Letter of Representation for CRPILP to be signed as at 21 September 2023.

23/053 DEVELOPING OUR 2035 STRATEGY: OUR STRATEGIC DIRECTION AND FRAMEWORK

HC presented a detailed report to outline the progress made since the July Board meeting in developing the key elements forming the draft new strategic framework.

The report was seeking the Board's approval for a refreshed statement of Purpose and Vision; the four Strategic Goals linked to our Societal Impact; Organisational Objectives linked to the fundamentals of what the Trust along with the key Enablers that supported the delivery of the Trust's fundamental responsibilities.

The paper presented the proposed Strategy for achieving the goals and objectives for approval. It was noted that the framework would set out the way ahead to secure a sustainable future for the Trust.

The Board agreed that the report was well articulated and endorsed the work done to date.

Board discussion including the following key points:

- Whether there was a need to reflect the numerous statutory obligations of the Trust.
- Possible inclusion of targets against particular objectives.
- To ensure a focus on the broadening diversity of users across the network.
- The level of internal colleague engagement on the strategy. It was noted that recent Trailer on Tour events had shown how Trust colleagues and volunteers were engaged in future thinking for the Trust.
- To retain a sense of ambition and optimism for the continued sustainability of the Trust's network

Action: HC agreed to come back to the Board with suggested measures success and targets.

23/054 B24 BUSINESS PLAN

SD presented the paper which outlined the plan for the 'B24' Business Plan process, including a timetable on when the Board would be updated, together with the key assumptions being used to build the financial plan.

With the financial challenges faced by the Trust in both the short and longer term, the paper provided an initial overview of the main challenges to be overcome to develop a "balanced plan". The key assumptions detailed had been discussed previously at the Board meeting in July 2023.

It was reported that the business plan process had commenced in September. The Executive team would address any significant strategic choices, with each Directorate preparing detailed submissions. These would then be reviewed at a high level for overall financial “shape” by the Executive prior to presenting an update at the January Board.

Detailed budget reviews would take place in February 2024 with each Executive Director ahead of a final paper for Board approval in March 2024.

The Board discussed key points which included:

- **Redacted**
- The ambitious scale of the projected increases in fundraising income.
- The extent to which wider Trust re-organisation (e.g. through the Operations & Maintenance Review) may impact on the plan.
- Possible opportunities arising from environmental schemes such as Biodiversity Net Gain

The Board were happy to endorse the B24 business planning proposals and the broad underlying assumptions.

Action: *It was agreed that a Trustee briefing session on biodiversity Net Gain would be arranged for interested Trustees by HC.*

23/055 GOVERNMENT GRANT REVIEW UPDATE

SMA provided an update on current progress with the Keep Canals Alive campaign and political engagement since the Defra announcement on 10 July 2023.

Redacted

Action: *The Board agreed to reconvene the Government Grant Review Working Group to further consider possible funding options and political engagement.*

23/056 GOVERNANCE REPORT

TD summarised the Governance report which had been previously circulated.

The Board:

- (a) **APPROVED** the postponement of the Group Investment Policy review to July 2024.
- (b) **APPROVED** the changes to the Trust’s Board Scheme of Delegation.
- (c) **APPROVED** the Trust’s Annual Modern Slavery Statement and signing by the Chair on behalf of the Board.
- (d) **RATIFIED** the appointments to the NorthWest Regional Advisory Board.

- (e) **APPROVED** the revised Safeguarding and Online Mooring Policy Statements.
- (f) **APPROVED** the updated Board Committee membership in relation to Ian Peters as Chair of Investment Committee and Chris Fellingham as a member of the Investment Committee.
- (g) **NOTED** the lapsing of the Trust's Appointing Body status on the National Trust Council.
- (h) **NOTED** the Information Commissioner's Office decision relating to disclosure of Board papers from meetings in July and August 2022.
- (i) **NOTED** the revised Terms of Reference for the Trust's Environmental Advisory Group.
- (j) **NOTED** the execution of the Share Purchase Agreement for C&R Reinsurance DAC.
- (k) **NOTED** the minutes from recent Board Committee meetings.

23/057 BOARD EFFECTIVENESS REVIEW

The Board was presented with a report to provide an update on the upcoming external Board Effectiveness Review.

It was noted that with the Charity Governance Code, the Trust aimed to undertake an external Board effectiveness review every three years. The previous review was undertaken 2021 with the findings being reviewed by Trustees in January 2022.

Trustees noted that it was proposed the Trust re-engage Campbell Tickell to undertake a further review of Board effectiveness in the coming months, reviewing the themes highlighted during the previous review.

Trustees would be updated on format and timeframe for the review which would include scheduled 1-1 sessions between the Chair and individual Trustees.

23/058 FORWARD PLAN

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

Action: *Additions to the Forward Plan to include Biodiversity & Net Gain Update, awareness session on the Investment Policy and an update on the proposed application for a Transport & Works Act Order.*

23/059 CHIEF EXECUTIVE'S REPORT

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

Key highlights included:

- The extensive work engaging with external stakeholders and partners following the Grant Review announcement.
- Annual, network wide Trailor on Tour events for colleagues and volunteers

- Adnan Saif, the Trust's Director for the West Midlands, was retiring, with appreciation expressed for his work at the Trust.
- The recent announcement on boat licensing fees.
- Summer lockage usage down 15%.
- Continued improvement in headline health and safety performance.
- Recent upturn in the Friends' figures
- Fundraising income had been added as a key performance indicator which was slightly behind target with a discussion being held at the November Board meeting.

The Board discussed ensuring future involvement within national discussions on any Government water strategy.

In relation to Reinforced Autoclaved Aerated Concrete (RAAC) it was reported that the Trust was not aware of any buildings within its portfolio which were constructed using RACC and this would be continually monitored on an ongoing basis.

The security and personal safety of colleagues at Trust locations was discussed noting that when incidents did occur, investigations were undertaken to ensure the safety of staff.

23/060 FINANCE REPORT

The Board was presented with the finance report which provided a review of actual financial performance to 31st July 2023 (4 months) vs. budget ("B23") and full year forecast (3 months actuals plus 9 months forecast).

Key highlights included:

- The F3 forecast was £3m worse than the budget after adjusting for the non-cash impact of reservoir provision releases. This was due to the budgeted withdrawal of £9m of excess gains from the non-property portfolio, whereas only £3m was available at the time of preparation of the forecast. This was partially offset by other commercial income better than plan. Forecast costs were in line with budget.
- The latest liquidity forecast for March 2024 was £8m compared to nil in B23 budget with a copy of the liquidity forecast included within the report. The improvement a result of lower spend on property within the endowment.

The report was received and noted.

23/061 ANY OTHER BUSINESS

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

23/062 DATE OF NEXT MEETING

- 23rd November 2023

ANNUAL REPORT & ACCOUNTS

Author: Steve Dainty, Finance Director

1. PURPOSE

- The purpose of this paper is to:
 - Present the Trust's Final Annual Report & Accounts ("ARA") for the year end 31 March 2023 for approval and signature (appendix 1)
 - Present the Annual Report of Canal & River Pension Investments Limited Partnership ("CRPILP") for the year ended 31 March 2023 and give approval for Steve Dainty to sign on behalf of the Trust (appendix 2)
 - Present the letters of representation for the Trust approval and signature (appendix 3)
 - Present the letter of representation for CRPILP and give approval for Steve Dainty to sign on behalf of the Trust (appendix 4)
 - Present the ARC update paper from 4 September 2023 including the updated going concern review for the Trust (appendix 5)
 - Subsequent changes processed to ARA between ARC meeting and September Board (appendix 6)

2. KEY POINTS

- The Year end accounts close process and external audit review for the year ended 31 March 2023 has been concluded.
- A copy of the papers prepared for the Audit and Risk Committee (ARC) on 4 September 2023, together with all appendices, is included as an addendum to this paper.
- Subsequent to the ARC meeting, confirmation of changes processed in the final document are also included. The ARC agreed that any changes to the ARA subsequent to ARC would be confirmed on behalf of the ARC by the Chair, to enable the ARC to recommend the ARA to the Board for approval and signature.

Redacted

3. RECOMMENDATIONS

Board are asked to:

- Approve the Trust Annual Report and sign as at 21 September 2023
- Approve the Trust Letter of Representation and sign as at 21 September 2023

- Approve the Annual Report and Letter of Representation for CRPILP to be signed by Steve Dainty on behalf of the Trust as at 21 September 2023

Steve Dainty
Finance Director
September 2023

BOARD EFFECTIVENESS REVIEW

David Orr CBE - Chairman

1 PURPOSE

- 1.1 This paper updates the Board on the upcoming external Board Effectiveness Review.

2 PREVIOUS EXTERNAL REVIEW

- 2.1 In accordance with the Charity Governance Code, the Trust aims to carry out an external board effectiveness review at least every 3 years - with annual internal reviews in-between.
- 2.2 The previous external review was carried out in 2021 by Campbell Tickell ('CT'). A copy of CT's final report dated March 2022 is included in the Resources section of Diligent.
- 2.3 The findings of this review were discussed by Trustees in January 2022 and a table of outcomes and Trust responses were provided to the March 2022 Board meeting. A copy of this table is included as **Redacted** to this report.

3 UPCOMING EXTERNAL REVIEW

- 3.1 It is proposed that the Trust retains CT to carry out a further review of Trust Board effectiveness in the coming months, picking up the themes from the previous review.
- 3.2 Trustees will be updated on format and detailed timeframe for the review in due course, including scheduled 1-1 sessions between the Chair and individual Trustees.

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 Approve the delay of the Group Investment Policy review to July 2024 (section 3).
- 2.2 Approve the changes to the Trust's Board Scheme of Delegation (section 4)
- 2.3 Approve the Trust's Annual Modern Slavery Statement (section 5)
- 2.4 Ratify appointments to the NorthWest Regional Advisory Board (section 6)
- 2.5 Approve the revised Safeguarding and Online Mooring Policy Statements (section 7)
- 2.6 Approve updated Board Committee membership (section 8)
- 2.7 Note the lapsing of the Trust's Appointing Body status on the National Trust Council (section 9)
- 2.8 Note the Information Commissioner's Office decision relating to disclosure of Board papers from meetings in July and August 2022 (section 10)
- 2.9 Note the re-constitution of the Trust's Environmental Advisory Group (section 11)
- 2.10 Note the execution of the Share Purchase Agreement for C&R Reinsurance DAC (section 12)
- 2.11 Provide updated ID and Proof of Address for Trustee and Director verification purposes (section 13)

2.12 Note minutes from recent Board Committee meetings (section 14)

3 TRUST GROUP INVESTMENT POLICY UPDATE

- 3.1 An update on the review of the Trust's Investment Policy from the Chief Investment Officer is included with this paper at **Redacted**
- 3.2 The Board is asked to approve the recommended delay of the Group investment Policy review to July 2024.

4 TRUST BOARD SCHEME OF DELEGATION

- 4.1 Article 9 of the Trust Articles of Association enable the Trustees to delegate the implementation of their decisions or day-to-day management of the affairs of the Trust to any person or committee - and may authorise further delegation of the relevant powers, functions, implementation of decisions or day to day management by any person or committee to whom they are delegated.
- 4.2 The Board of Trustees has previously approved a Scheme of Delegation for the Trust, which now requires updating in the light of recent changes to Trust foundation documents following the ONS public sector classification and other recent changes to Board Committee and Executive responsibilities.
- 4.3 The current Scheme of Delegation contains a number of detailed appendices, setting out delegations below Chief Executive level, for which Board approval is not required. It is proposed that references to these appendices are removed to leave a stand-alone Board of Trustees Scheme of Delegation, to enable appendices to be reviewed and amended without disturbing this high-level document (suitable for publication and/or sharing with third parties, as needed).
- 4.4 A copy of the Scheme of Delegation, amended to show recommended changes is included with this report as **Redacted** with (non-self-explanatory) proposed changes as follows:
- **Redacted**

5 TRUST ANNUAL MODERN SLAVERY STATEMENT

- 5.1 Under section 54(1) of the Modern Slavery Act 2015, the Trust is required to publish an annual statement of compliance with the modern slavery and human trafficking requirements of the Act, within 6 months of the end of the relevant financial year. This statement is required to be approved by the Board of Trustees.
- 5.2 A copy of the Trust's proposed Annual Modern Slavery Statement for the financial years 2022/23 is included at **Appendix 3** to this paper.
- 5.3 The Statement is in a similar format to previous years, with the addition of an

escalation route via the Trust's Safeguarding team.

- 5.4 The Board is asked to approve the Statement and authorise signature by the Chair on its behalf.

6 REGIONAL ADVISORY BOARD APPOINTMENTS

- 6.1 The Board is asked to ratify the following Regional Advisory Board appointments.

- 6.2 Northwest Regional Advisory Board:

- 6.2.1 Lukman Patel, for a first term of 3 years

Redacted

- 6.2.2 Dharma Kovvuri, for a first term of 3 years

Redacted

7 TRUST POLICY STATEMENTS

- 7.1 The Board is asked to approve Chair signature on behalf of the Board of the following policy statements.

- 7.1.1 Safeguarding Policy Statement (included as **Appendix 4** to this paper). This is an annual statement made to ensure that it remains fully up to date and reflects wording in previous annual statements.

- 7.1.2 Online Moorings Policy Statement (included as **Appendix 5** to this paper) which sets out criteria for the Trust response to any new on-line mooring proposal. This policy statement has been updated to provide greater clarity for the Trust to assess new on-line moorings proposals according to the criteria set out in the policy.

8 LAPSING OF THE TRUST'S ROLE AS APPOINTING BODY FOR THE NATIONAL TRUST'S COUNCIL

- 8.1 The Trust was elected, in October 2018, as an Appointing Body for the National Trust Council (equivalent to the role of Nominating Bodies on the Trust's Council) for a 5-year term.

- 8.2 Heather Clarke (Trust Strategy, Engagement & Impact Director) has served as the Trust's appointee for this 5-year period.

- 8.3 Following discussions with the National Trust, the Trust has agreed, by mutual consent, not to put itself forward for re-election as an Appointing Body for a further term.

9 UPDATE ON BOARD COMMITTEE MEMBERSHIP

- 9.1 Following Sarah Whitney's departure from the Board of Trustees, the Board is asked to ratify the appointment of Ian Peters as a replacement Chair of the Investment Committee.
- 9.2 Subject to the Council appointing Chris Fellingham as a trustee at the AGM on 20 September, the Board is asked to approve Chris's appointment to the Investment Committee, given his considerable experience in investment management.
- 9.3 As Sue Wilkinson's term as Trustee has also come to an end, the Board is asked to consider whether to appoint a Trustee replacement for Sue on the Remuneration Committee as well as a replacement Designated Safeguarding Trustee.
- 9.4 The role of the Designated Safeguarding Trustee was created in the light of Charity Commission's report into the 2018 Oxfam safeguarding scale which recommended the appointment of a 'lead' safeguarding trustee for charities.
- 9.5 The role of the Designated Safeguarding Trustee can be summarised as follows:
- Join the Trust's Executive Safeguarding Steering Group, which meets quarterly (usually remotely), to set strategy, review emerging risks and any specific cases and provide approval for requested actions.
 - Provide verbal safeguarding updates to Board meetings.
 - Refer any safeguarding concerns to the Trust's Audit & Risk Committee.
- 9.6 The Board is asked to reflect on Board Committee membership more generally, including membership of Audit & Risk Committee and Infrastructure Committee.

10 ICO DECISION ON DISCLOSURE OF BOARD PAPERS FROM JULY/AUGUST 2022 MEETINGS

- 10.1 The Board are asked to note the ICO's decision which largely upholds the Trust's refusal to disclose certain papers from the July and August 2022 Board meetings, in response to requests made under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.

10.2 Redacted

10.3 Redacted

10.4 Redacted

10.5 Redacted

11 ENVIRONMENTAL ADVISORY GROUP UPDATE

- 11.1 Following the arrival of the Trust's new Head of Environment & Climate Action, the Environmental Advisory Group has been re-formed.

11.2 The Group's revised Terms of Reference are included for information at [Appendix 6](#) to this paper, updated particularly to respond to the Government's Environmental Improvement Plan published earlier this year.

12 EXECUTION OF SHARE PURCHASE AGREEMENT AND DISCLOSURE LETTER FOR CANAL & RIVER REINSURANCE DAC

12.1 Redacted

12.2 Redacted

13 TRUSTEE ID AND PROOF ADDRESS

13.1 The Trust requires verification of Trustee details for reasons set out in the guidance document contained in [Appendix 7](#) to this report.

13.2 Trustees are asked to bring the following to the Board meeting for certification by the Legal & Governance Director

13.2.1 Identification documents – in the form of a current passport or driving licence where the previous ID document provided has since lapsed. The Governance team will confirm with individual Trustee prior to the meeting whether this is required (i.e. whether the Trust already have certified copies of current ID documents)

13.2.2 Proof of address – in the form of a utility bill addressed to the Trustee dated within the last 3 months. This can be a print-out of an online statement provided it contains the name and address of the Trustee.

13.3 Further details of ID and address requirements, as well as an explanation of how the Trustee processes this information are contained in the guidance document.

14 BOARD COMMITTEE MINUTES

14.1 The minutes of the following Board Committee meetings are included in the Resources section in Diligent:

- Redacted

- Redacted



Canal & River Trust – Modern Slavery and Human Trafficking Compliance Statement

Organisational Structure and Supply Chains

The Canal & River Trust (the “Trust”) is a charity (registered charity number 1146792). We are responsible for the preservation, protection, operation and management of around 2,000 miles of waterways in England and Wales, together with associated docks, reservoirs, buildings, sites of special scientific interest and wildlife conversation areas. We also take an active role in promoting wellbeing through the use of the environments and assets we look after.

The Trust is also registered as a private company limited by guarantee with no share capital in England and Wales (registered number 07807276). The Trust is committed to achieving high standards of ethical practice and places significant importance on guarding against modern slavery.

Supply Chain Due Diligence and Risk Assessment

Our approved supplier database is monitored and reviewed annually to assess and deal with any risk of modern slavery occurring in the supply chain.

During the financial year 2022/23, the Trust reviewed its approved suppliers with an annual expenditure over £150,000. Following a review of this data, any new suppliers from the previous year’s full audit were deemed as ‘low risk’ and the Trust determined that no immediate further action was required.

We only use the services of employment agencies, for the supply of temporary labour, which have in place a modern slavery policy and statement and/or defined processes to identify and address modern slavery risks.

Policies and Procedures

We are committed to developing and maintaining clear organisational policies and practices to tackle modern slavery.

In 2023 we introduced an Anti-Slavery Standard which clearly informs our people how to recognise and report possible signs of modern slavery and how we will escalate reports.

We take safeguarding very seriously and keep our safeguarding standards and procedures under review.

We have appointed a Safeguarding Trustee to provide the Board with enhanced oversight of the Trust’s safeguarding regime and to contribute to strategic safeguarding decisions.

We seek to engage with organisations which take their safeguarding responsibilities seriously and take regular opportunities to raise the profile of safeguarding and communicate our expectations to organisations and groups working with, or in connection with, the Trust.

We have a clear framework of rules and behaviours, including an employee Code of Conduct. We encourage our people to speak out about concerns. Our Whistleblowing Policy Statement sets out our commitment to a culture of openness. Our Whistleblowing Policy Statement, Standard and training clearly set out how individuals can safely report any actual or suspected criminal offence, including modern slavery and human trafficking. We provide our people with the opportunity to raise concerns directly to us or, alternatively, to an appointed independent whistleblowing services provider. Our Whistleblowing Standard also sets out how we protect whistleblowers. Our Whistleblowing Standard is kept under regular review.

Our Employee Assistance Programme also provides our people with a way of seeking confidential advice, including about any modern slavery or human trafficking concerns they may have.

We take our obligation to prevent illegal working seriously and have a right to work check system in place.

We reference the Living Wage Foundation pay rates when reviewing our salary bands and undertake monthly and annual reviews to ensure compliance against the National Minimum Wage.

Training

We provide mandatory safeguarding training to all new employees and relevant volunteers, which provides guidance on recognising signs of abuse, harm or mistreatment and how to report concerns to our safeguarding team. We are providing further refresher training in 2023.

In 2021 we provided whistleblowing training to employees and raised the profile of our policy and reporting avenues to volunteers to ensure all colleagues know how to raise complaints and the protections in place for those who do. We are providing further refresher training in 2023.

Approval

This statement is made on behalf of the Trust in accordance with section 54(1) of the Modern Slavery Act 2015 and constitutes our modern slavery and human trafficking statement in relation to our financial year ending 4 April 2022. It was approved by the board on 21 September 2023

Signed

David Orr CBE

Chair of Board of Trustees

Safeguarding: Policy Statement

At Canal & River Trust, we believe that no one should suffer abuse of any kind.

We are committed to providing safe environments and working practices that promote and protect the safety and welfare of all individuals who come into contact with our organisation, and in particular children and adults at risk.

At Canal & River Trust we:

- Recognise that the welfare of children is paramount.
- Value, listen to and respect children and adults at risk.
- Identify and minimise safeguarding risks across our activities through safer recruitment practices, training and risk assessments.
- Promote inclusion and diversity, and recognise that all children and adults at risk have an equal right to protection from harm or abuse.
- Promote an inclusive and respectful environment, set clear standards of expected behaviour and have procedures in place to deal with bullying or other inappropriate behaviour.
- Take seriously and respond promptly to safeguarding concerns.
- Are committed to establishing an organisational culture which prioritises safeguarding and works to achieve continuous improvement of our safeguarding practices.
- Take opportunities to promote the importance of safeguarding to other organisations we work in connection with.
- Have a full Safeguarding Standard, which follows this Policy Statement, the content of which is regularly reviewed.

Safeguarding: We all play a part

David Orr CBE
Chair to the Board of Trustees
September 2023

Richard Parry
Chief Executive



Approval & version control

Document Owner	→	Senior Employment Lawyer
Executive Lead	→	Legal & Governance Director
Document Approver	→	Board of Trustees
Document Review Frequency	→	Annual

Version	Date	Description of Change
1.0	21.09.23	Initial version of Policy Statement (replacing previous Position Statement).

Online Moorings: Policy Statement

This policy and process flow chart (see appendix 2) sets out the strategic aims, principles and criteria for considering online¹ mooring sites on the Canal & River Trust's network.

1. Online moorings strategic aims

- 1.1 To effectively manage long-term online moorings along the network (towpath or offside).
- 1.2 To effectively manage short-stay moorings fairly for all boaters
- 1.3 To ensure that short-stay moorings are located where needed to meet the needs of cruising boaters and holiday-makers²
- 1.4 To support key destinations, other strategic plans and the Trust's vision
- 1.5 Work with the private sector and others to provide a wide choice of moorings to meet the needs of all waterway users
- 1.6 Ensure Canal & River Trust complies with competition law and the Trust's Competition Law Compliance Code of Practice

2. Online moorings principles

- 2.1 Online towpath moorings (where boats may moor for up to 14 days)
Online towpath moorings will generally be retained for 14 day moorings, short-stay visitor moorings and occasional temporary³ moorings⁴.
- 2.2 Online permanent moorings
Permanent long-term online moorings may be permitted where there is a lack of


¹ Online moorings mean those on the main line of the navigation including those that are 'towpath side' and 'offside' (i.e. on the opposite side to the towpath) and does not include basins, laybys or other offline mooring.

² Any permanent changes to mooring stay times will be made in line with the Trust's short-stay mooring policy

³ Occasional temporary moorings may include winter moorings, moorings for boating events or gatherings

⁴ Towpath moorings for the following types of boat may be acceptable in certain circumstances, for example: Commercial boats and boats providing services for tourists and day visitors (e.g. trip and passenger boats, floating shops and restaurants) including not for profit community boats or boats operated for charitable purposes (for which there is no suitable alternative moorings in the area). Historic/feature boats that have a specific and documented function for adding value to tourism and enjoyment of visitors to the area. Moorings for disabled access or to support the Trust's Equalities Policy





available permanent mooring provision and when in line with local priorities or strategies.

- 2.3 Permission will, subject to all criteria being met, normally be granted for just one boat to be moored by the landowner adjacent to a private property on the offside of the canal⁵. All proposals shall be considered and assessed against the criteria set out in section 4 (with more detail in Appendix 1) through the Single Moorings Against Privately Owned Land Application Process (which replaced the [End of Garden Mooring Application Process](#)). This does not apply on the Kennet & Avon Canal which is subject to the provisions of its conservation plan⁶ or the Montgomery Canal which is subject to the Conservation Management Strategy⁷ Moorings in Lee Valley Regional Park are subject to the relevant frameworks and planning policies for Lee Valley Regional Park⁸.
- 2.4 Any online permanent mooring proposal for more than one leisure boat or boats to be used for commercial proposals (e.g. hire boats, café etc) is outside the scope of this Policy Statement and should be assessed against the criteria set out in the Business Boating Application Process.

3. Short-stay visitor online mooring principles

- 3.1 Mooring stay times will be clearly communicated with towpath signage
- 3.2 Moorings will generally be free, but charges may apply at some sites and advanced booking may be required
- 3.3 Moorings will be monitored on a regular basis and extended stay charges can be applied for boats mooring beyond the advertised period or for unauthorised mooring at pre-bookable mooring sites
- 3.4 Moorings may be suspended for events or maintenance. Suspensions will be notified on the Canal & River Trust website and/or on the towpath
- 3.5 Unless signed 'all year' short-stay moorings will be relaxed to 14 days between 1 November – 31 March

⁵ The mooring agreement must be with the land owner or long-term lease holder. If the boat owner is not the land owner or the long-term lease holder then a mooring agreement would not be supported under the online mooring policy.

⁶ 1 Exception for the Kennet & Avon Canal


On the Kennet & Avon Canal we will not permit the creation of any further offside moorings against private property. This underlines our commitment to delivering the policies within the Kennet & Avon Canal Conservation Plan (second edition, October 2000):

Policy H10: There will be a general presumption for the offside bank to remain non accessible.

Policy H10.2 There is a presumption against the creation of moorings, paths and access on the offside canal bank, although a case may be made for this in some urban locations. The term 'urban' shall be deemed to mean the city of Bath and the towns of Bradford-on-Avon, Devizes, Hungerford, Newbury and Reading.

⁷ 7.4.3 16) Applications for such private moorings on the Montgomery will be tested against the boat traffic model and will only be approved where there is capacity to absorb them. [Montgomery Canal conservation management strategy](#).

⁸ Document amended January 21 to replace reference mooring criteria for LVRP with relevant frameworks and planning policies.

- 
- 3.6 Moorings beside services (e.g. water points, elsan points etc) are only available while the boat is using the services.
 - 3.7 Changes to existing short-stay visitor moorings should follow the Trust's [Short Term Mooring policy](#)

4. Criteria for consideration

When assessing proposals for new online moorings the following criteria will be considered:

- 4.1 Navigational safety
- 4.2 Suitability of the location against operational, environmental or heritage constraints
- 4.3 How moorings would contribute to wider strategic plans for the area
- 4.4 How (if required) the moorings would be serviced (including waste and refuse removal)
- 4.5 Access to the moorings from land (whether by foot or other forms of transport)⁹
- 4.6 Whether the creation of the mooring would contribute to undesirable lines of continuously moored boats that may impact on navigation or other mooring provision
- 4.7 The availability of alternative offline mooring provision in the vicinity
- 4.8 How the applications contribute to the Canal & River Trusts wider charitable objectives and strategy.
- 4.9 Positive or negative impacts from the creation of moorings on other waterway users and how these would be mitigated.
- 4.10 Boats at new online moorings should possess the recognisable attributes of a boat typical to the Trust's network and be capable of navigation, but exceptions may be made in the context of a local mooring strategy.¹⁰
- 4.11 Any particular need for moorings suitable for disabled boaters in a particular location as assessed under the Trust's Equality Policy for Customer Service Delivery
- 4.12 The likely cost that might be incurred should a boat or other items ever be abandoned leaving the Trust with the responsibility for removal.

⁹ The application must be from the landowner of the proposed mooring location, including consent of the freehold land owner before any lease agreement can be signed.

¹⁰ See [Boat licence terms and conditions](#) '9. Suitability of the Boat for the waterway'



5. Note

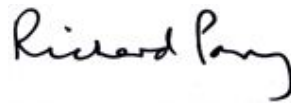
Where approved we may require confirmation as to whether or not the local planning authority require you to obtain planning permission for your proposal¹¹. Where planning permission is necessary we will require you to obtain and comply with it. We recommend that you gain our in principle acceptance through the business boating process or end of single moorings against privately owned land mooring process and undertake a pre-application consultation with the Trust prior to submitting a planning application¹².



David Orr CBE

Chair to the Board of Trustees

21 September 2023



Richard Parry

Chief Executive

¹¹ Planning permission may be required for proposals such as residential or commercial moorings or the construction of staging at an end of garden mooring. The local planning authority is responsible for determining if planning permission is required.

¹² It is likely that you will need to serve notice of your planning application on the Canal & River Trust as we will have a landownership interest in the application site and the Local Planning Authority will seek our views on your proposal as a statutory consultee.



Appendix 1: Additional Notes on Criteria for consideration

1. Navigational safety

- Moorings must not block or impede the navigation. Moorings must not cause a danger or risk to other craft on the navigation, including when craft are accessing or leaving the mooring.

2. Suitability of the location against operational, environmental or heritage constraints


- Moorings must not impede on any access required for operation of the waterway. This may include access to service points, locks, tunnels etc.
- Moorings must also not permanently obstruct access required by the Trust to maintain and operate the waterway, for example access to pumps, sluices, weirs or other operating equipment.
- Moorings must not impact on flood and water drainage management requirements.
- Moorings should not negatively impact on habitat important for ecology and biodiversity unless the proposal includes 100%+ compensation for loss (i.e. “net gain”) in the vicinity.
- Moorings should not be located within the boundaries of nationally and locally designated protected areas unless they can demonstrate how any negative impact on the protected site will be managed and mitigated. The Trust may be obliged to seek agreement from the relevant regulator (which cannot be guaranteed) before approving such a mooring.
- The effect of mooring proposals upon existing heritage assets should be considered. Complex sites or buildings with high heritage value are likely to require a conservation statement or conservation management plan.

3. How moorings would contribute to wider strategic plans for the area

- If there is a local mooring strategy or plan for the area where the proposed mooring would be, does it support the proposal?

4. How (if required) the moorings would be serviced (including waste and refuse removal)


- The application should include details of how the mooring would be serviced. The details should be set out in operating proposal for the mooring. If no services are proposed, there should be a clear explanation of why these are not required for the proposal.

- 
5. **Access to the moorings from land (whether by foot or other forms of transport)**
 - The application should include details of how the proposed moorings would be accessed, whether this is by foot or another form of transport. Where access is required via private land not in the ownership of the applicant, we would expect there to be confirmation from the land owners that access to the proposed mooring site has been agreed.

 6. **Whether the creation of the mooring would contribute to undesirable lines of continuously moored boats.**
 - Consideration should be given to whether the application would result in the establishment of continuous line of linea moored boats that would have a detrimental impact on other waterway users.

 7. **The availability of alternative offline mooring provision in the vicinity.**
 - Consideration should be given as to whether the application to create additional online mooring is appropriate in the context of existing offline provision that is available in the vicinity. For example, would it lead to over provision of moorings.

 8. **How the applications contribute to the Canal & River Trusts wider strategic goals and plans**
 - How the moorings would impact on the delivery of the Trust's charitable objectives. The Canal & River Trust charitable objectives are;
 - 2.1 to preserve, protect, operate and manage Inland Waterways for public benefit:
 - 2.1.1 for navigation;
 - 2.1.2 for walking on towpaths; and
 - 2.1.3 for recreation or other leisure-time pursuits of the public in the interest of their health and social welfare;
 - 2.2 to protect and conserve for public benefit sites, objects and buildings of archaeological, architectural, engineering or historic interest on, in the vicinity of, or otherwise associated with Inland Waterways;
 - 2.3 to further for the public benefit the conservation protection and improvement of the natural environment and landscape of Inland Waterways;
 - 2.4 to promote, facilitate, undertake and assist in, for public benefit, the restoration and improvement of Inland Waterways;
 - 2.5 to promote and facilitate for public benefit awareness, learning and education about Inland Waterways, their history, development, use, operation and cultural heritage by all appropriate means including the provision of museums;



2.6 to promote sustainable development in the vicinity of any Inland Waterway for the benefit of the public, in particular by:
2.6.1 the improvement of the conditions of life in socially and economically disadvantaged communities in such vicinity; and
2.6.2 the promotion of sustainable means of achieving economic growth and regeneration and the prudent use of natural resources; and
2.7 to further any purpose which is exclusively charitable under the law of England and Wales connected with Inland Waterways;

9. Any potential positive or negative impact from the creation of moorings on other waterway users.

- Taking into consideration of other users of the waterway and/or towpath in the location of the proposed mooring. How any potential negative impact identified above would be mitigated
- If the mooring proposal impacts negatively (as set out in the criteria) the proposal should explain what measures are proposed to mitigate the impact.

10. Boats at new online moorings should possess the recognisable attributes of a boat typical to the Trust's network and be capable of navigation, but exceptions may be made in the context of a local mooring strategy.

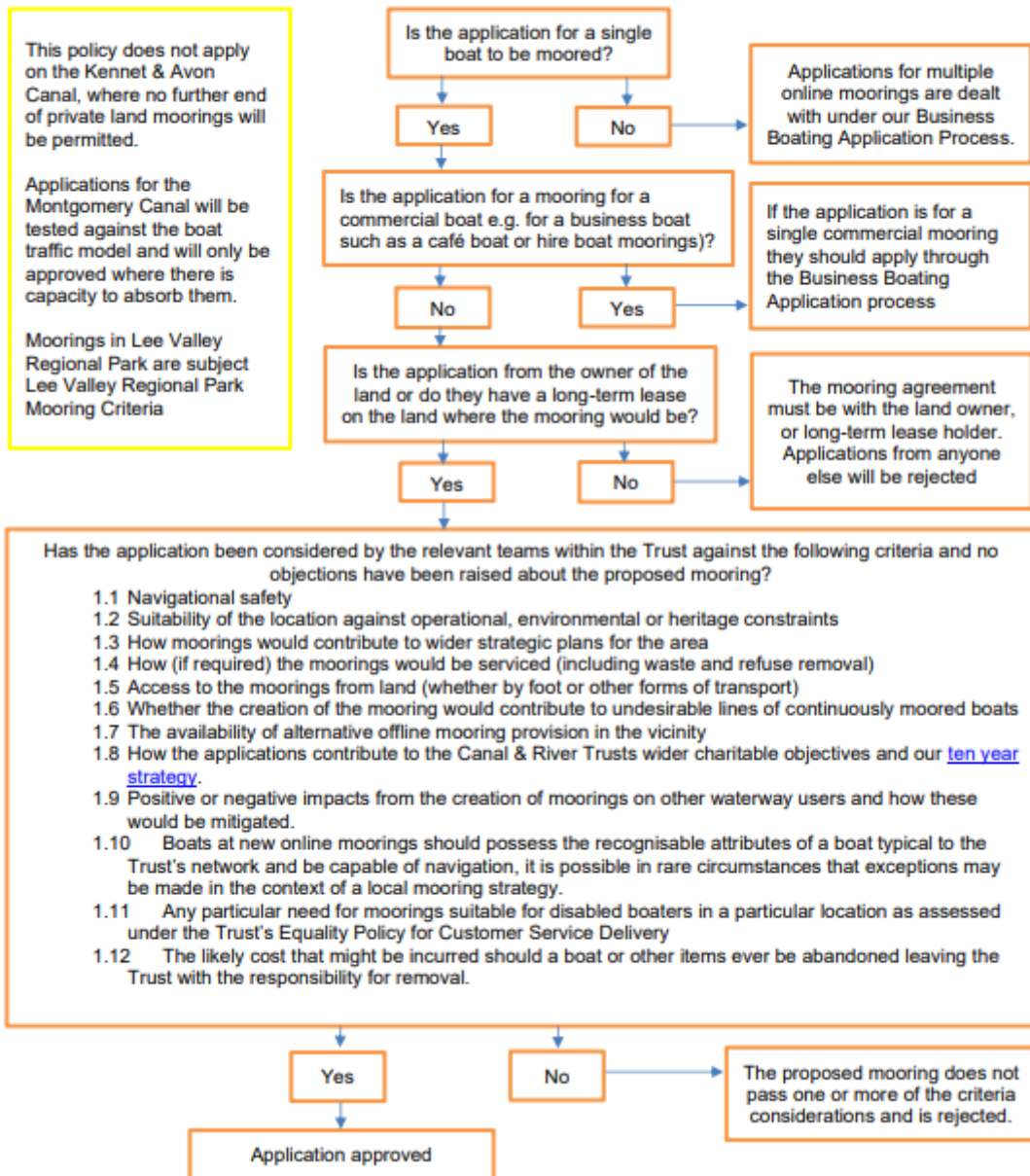
- The 'recognisable attributes of a boat i.e. recognisable bow and stern, gunwales and rudder and the Boat must be kept clean and in good repair at all times.

11. Any proposed moorings will be considered against the Trust's Equality Policy.

12. Where approved, we may request a salvage bond to cover the costs of removal should a boat ever be abandoned leaving the Trust with the responsibility for removal.

- The requirement for a salvage bond would depend on the specific proposal, this would be discussed with the applicant. The cost of the salvage bond would be based on the potential removal costs for the specific proposal.

Appendix 2: Online Mooring Policy – Application Flow Chart





Approval & version control

Document Owner	→	Head of Customer Service Support and National Boating Manager
Executive Lead	→	Chief Operating Officer
Document Approver	→	Board of Trustees
Document Review Frequency	→	Annual

Version	Date	Description of Change
1.0	21.10.2023	Updated and transferred to new template.

DRAFT TERMS OF REFERENCE - Environment Advisory Group

1. Background

The Environment Advisory Group (EAG) is one of several national advisory groups that provide the Trust's management with specialist advice and guidance. Advisory groups assist the Trust's officers to help shape policy, strategic direction and associated Trust standards in the areas of their specialism. They focus on high level, national and "horizon scanning" issues.

The EAG will advise the Trust's Strategy, Engagement & Impact Director and the Head of Environment and Climate Action, who are the executive and senior management leads for this area of work. The EAG consists of skilled and recognised leaders in biodiversity and nature recovery, environmental protection, environmental gain and carbon reduction, including policy makers, academia, funders, partners and practitioners of high standing.

The Trust's Head of Environment and Climate Action is an ex-officio member of the group. The day-to-day management of the network resides with the Trust's staff although members may be asked for assistance and specific advice in their areas of expertise in exceptional circumstances.

The EAG meets three times a year, sometimes involving site visits, guest speakers and collaboration with other Trust Advisory Groups; and will have a forward plan for topics which members will help shape to ensure that key challenges of relevance to the Trust in this field are addressed.

2. Remit

The primary role of the EAG is supporting the Canal & River Trust to develop, operate and maintain a biodiverse, low-carbon and environmentally sustainable network of waterways in England and Wales aligned with the Government's recently published Environmental Improvement Plan 2023. This, in turn, will promote our waterways' value for wellbeing and our strategic objective of sustainably increasing their use and enjoyment by the communities who live and work alongside them. The remit includes:

- Assisting with "horizon-scanning" for emerging or significant environment and net-zero carbon policy, funding, and regulatory issues;
- Informing the Trust's environmental and net-zero carbon strategies to best contribute to the repositioning and raising awareness of the Trust and to achieve our strategic goals, programmes and measures;
- Acting as an advocate for the Trust, promoting the sustainable operation and enhancement of the waterways as part of the Government's ambitions for nature in a changing climate.
- Advising on the Trust's environment and net-zero carbon management policies, standards and guidance to ensure robust, transparent and consistent decision-making that is defensible under challenge.
- Providing strategic insight and innovation for key emerging environmental threats and opportunities for the Trust including, but not exclusively, climate change and biodiversity net gain.
- Contributing to our annual sustainability reporting, which serves to foster recognition of the Trust's progress and expertise by celebrating successful projects and achievements.

3. Membership

The chair and members of the group are appointed by the Trust's chief executive and serve for terms of up to 3 years which may be renewed for a second term up to a maximum of 6 years.

Membership of the group should reflect the diversity of the communities that the Trust serves - diversity may be achieved/evidenced through securing younger representation on the EAG; along with a broad scope of professional expertise, skills and experience. Augmenting experience with fresh perspectives will foster strategic dialogue to ensure that the Trust can stay ahead of emerging opportunities, respond quickly to unexpected threats and make timely decisions.

Membership of the group is voluntary and unsalaried although reasonable expenses are paid.

Members of the Group serve in a voluntary and personal capacity (not officially representing any other organisation they may be members of or employed by), but to retain the Trust's reputation and credibility in the environment and net-zero carbon sector.

Membership of the group should seek to include representatives from:

A **Chairperson** – someone of good reputation and standing in the environmental sector.

A **Vice-Chair** elected from the members to deputise for the Chair

Up to 8 members, including the chair and vice-chair, representing extensive experience in the following areas of interest (all areas to be represented by at least one member):

- **Nature Conservation** – freshwater ecology, protected sites, and relevant protected species; supporting the on-going protection of the waterway natural environment through the application of appropriate, practical, good practices throughout our activities.
- **Biodiversity Net Gain** – delivering biodiversity enhancements in terrestrial and river systems, including the use of biodiversity assessment tools, condition scoring and business cases for delivering enhancements.
- **Sustainability, Net Zero Carbon and Climate Change Adaptation** – developing and implementing sustainability strategies covering Net Zero trajectories, carbon reduction strategies, climate change adaptation and sustainable procurement.
- **Environmental Management Systems** – systems for organising the management of the full range of environmental and sustainability issues across a diverse organisation like the Trust, including internationally recognised standards such as ISO 14001 and EMAS; supporting the maintenance of an appropriate level of EMS for the Trust.
- **Water quality issues** – water chemistry, hydro-ecological issues emerging from WFD classifications and improvement programmes; supporting the attainment and maintenance of good ecological potential in our waterways.
- **Sustainable / scarce water resources** – expertise in sustainable water use and abstraction – balancing the demands of human use with natural requirements of the water environment; addressing the need for climate change adaptation.

4. Administration, protocol and procedure

A member of the Trust's Environment and Climate Action team will act as Secretary to the group. Agendas, papers and notes of group meetings will be published on the Trust's website.

Outside of the regular, triannual meetings of the group, the Trust may ask for contributions from members in between meetings on specific topics that arise. These requests will be managed by the Head of Environment and Climate Action and the Chair of the Group.

It is important for the proper functioning of the group that members should be able to express their views freely at meetings. The group's deliberations are not open to the public, though copies of the minutes of the meetings and advice given will be publicly accessible. To promote open discussion, and to ensure that the group's advice is not undermined by internal dissent, members should adhere to the following practices:

- Treat the content of discussions within the EAG as confidential;
- Refrain from public criticism of advice given by the group;
- Seek authorisation from the Chair before communicating the substance of the group's advice to third parties;
- Advice given and views expressed will reflect those of the collective group rather than that of individuals; and,
- Members should respect the collective responsibility of the group.

Where a conflict of interest or perceived conflict of interest arises in the provision of specialist advice to the Trust, this should be declared to the Secretary and Chair of EAG upon receipt of the agenda for the meeting. Any conflicts will be recorded and steps taken to manage the conflict will also be recorded. Members of the EAG should not allow their position within the group to advance the interests of those with whom they are connected.

The Head of Environment and Climate Action will report annually to the EAG, reviewing the effectiveness of the group and its process of engagement. The annual report will make recommendations for actions deemed necessary to address any issues raised. The process of engagement will be updated accordingly.

September 2023

MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – September 2023

1. INTRODUCTION

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

2. ENGAGEMENT / KEY UPDATES

2.1 The extensive work engaging with external stakeholders and partners following the Grant Review announcement is covered in a separate paper.

2.2 In recent weeks, we have also stepped up our internal engagement with our annual network wide engagement events (aka 'Trailer on Tour' since we hold the events out in the field to take the message out to colleagues and volunteers), delivered across the country providing an opportunity for colleagues to talk about how we can make the Trust a great place to work and volunteer. At the point of writing, we have held around 20 events, reaching around 700 people, with a similar number to come. Each session is led by the Regional director with a member of the Executive team, with key messages delivered and interactive sessions to gather colleague feedback. The upbeat video we use to open the event is available via this [link](#).

2.3 This month we are also holding our annual volunteer awards, in partnership with the Marsh Charity Trust, with an event in each Region – and the annual Canal & River Trust Awards are being presented to the successful projects, activities and individuals at Anderton Boat Lift on 29 September.

2.4 Adnan Saif, the Trust's Director for the West Midlands, has indicated that he plans to retire and the recruitment for a successor is about to launch. Adnan has asked to move to 3 days / week from mid-November and has offered to continue this until his successor is in place

2.5 Externally, we will be announcing the outcome of our consultation on boat licensing ahead of the Board, with the decision approved by the Board in July to apply a surcharge to the fees for boats without a home mooring, and to increase the premium for wider-beam boats, both from 1 April 2024.

3. PERFORMANCE

3.1 Appendix 1 sets out the current key performance indicators. This early in the year, most measures are broadly on track, with Friends numbers and Volunteer hours the greatest areas of concern. Brand awareness is also not picking up as well as hoped, especially given the high volume of media coverage since the grant announcement, although early indications are that there has been some improvement in the August data. Measures of diversity also continue to be behind target.

- 3.2 As agreed with the Board in May, we have added a KPI for fundraising income to the top-level suite of largely non-financial measures that we track, for greater visibility. Fundraising income (at £1.7m to date) is behind the target of £1.9m, with income from Legacies performing better than other sources of charitable income. A substantial discussion on fundraising will be brought to the Board in November.
- 3.3 Our health and safety performance continues to show improvement, with our accident frequency rate at 0.14 for the period, ahead of our target for the year, with just 2 reportable injuries or incidents between April and July. However, as a result of a RIDDOR-reportable accident to a Kier employee at Toddbrook, this figure may rise slightly. Full details for the reporting period are in the health and safety report at Appendix 2.

4. EXECUTIVE DIRECTOR REPORTS

- 4.1 The Director's full reports are available for background reading in the Resources section. The main highlights are presented below to provide Board members with a high-level summary of the key issues:

OPERATIONS / CUSTOMER SERVICE

Positives:

- Over 700 miles of our network is now Green Flag accredited along with our unique Blue Flag for Royal Albert and Salthouse Docks. All annual reaccreditation has been confirmed across all existing sites bar one late review on the Weaver Navigation.
- Operations & Maintenance review engagement sessions have been well received by colleagues across Operations and Direct Services. A deep dive session on the current status of the review will take place at the September Board meeting.
- We have worked with the Department for Climate Security & Net Zero to secure access to an energy grant payment for boaters without a home mooring who had previously been omitted, with over £4million in energy grant support made available to liveaboard boaters with a Trust licence.
- Volunteers are gearing up to support offside vegetation removal over the winter months on a larger scale than ever before, with an internal guide on how to set up a volunteer team to undertake this work created to support operational managers.
- We have secured reaccreditation of the canal museum at Stoke Bruerne. The assessors were impressed by the new offer and its design to engage with younger audiences.

Challenges:

- We have had an increasing number of network closures mainly due to infrastructure failures.
- Ground Control, the contractor that delivers grass cutting in West Midlands and Wales & South West, is failing to deliver the required specification leading to many customer complaints. The Trust is exercising measures under the contract **Redacted**.

- Our revised grass cutting specification implemented last year to improve the balance between environment and user access continues to draw customer criticism, albeit the performance issues above have contributed also. We are now reviewing whether to amend the specification and /or reinstate a full cut.

INFRASTRUCTURE & PROGRAMMES

Positives:

- Contingency plans have been completed for all Critical Assets (Cat 1) in line with the target of completing them by the end of July 2023.
- Progress on Barrowford reservoir has improved since Kier changed to self-delivery of significant elements of the work.
- Redacted
- Redacted

Challenges:

- Redacted

INVESTMENT AND COMMERCIAL

Positives:

- Redacted

Challenges:

- Redacted

COMMUNICATIONS & EXTERNAL RELATIONS

Positives:

- Over 11,500 individuals emailed their MP in response to the Government Grant Review announcement, significant media coverage included an excellent Guardian editorial and an ITV news piece that combined national item with local films from each region, incorporating the Fund Britain's Waterways boat protest in Birmingham on 13 August.
- #KeepCanalsAlive posts on social media continue to perform well at generating engagement. Our national social media channels have been seen over 2 million times, with in total over 100 million opportunities to see the announcement.
- Other significant media coverage has included the summer work to remove aquatic weed, vegetation removal, the Unlocking the Severn project, and the winter works plan.

Challenges:

- Redacted
- There's been negative coverage of the removal of litter bins particularly along the River Tees.

STRATEGY & IMPACT

Positives:

- The planning application for the new permanent access track to March Haigh Reservoir was approved by Kirklees Council's planning committee.
- Changes proposed in a Department for Levelling-Up Housing and Communities consultation would make the Trust a statutory consultee for local plan preparation, the only charity on the proposed list, reflecting the significance of our statutory functions.
- Statutory consultee performance on planning applications as at end of July was 98% compliance in England and 100% in Wales.
- Our revised Towpath Code was officially launched on 10 July.
- A review of the Trust's existing Heritage Mandatory Standard is being led by Dr Nigel Barker-Mills, Chair of the Cultural Heritage Advisory Group, to ensure it is aligned with our approved new Heritage Policy.
- Dr Victoria Thomson will be joining the Trust as our new Head of Heritage & Collections (from Historic England) on 3 October.
- Our Plastics Challenge '*Big Plastic Pick Up*' Campaign was successfully launched on our digital channels on 4 September.
- We have completed the testing of our website re-vamp for launch 18 September.
- The project to establish our Ecological Footprint (Biodiversity Baseline) remains on track to deliver an ecological baseline in readiness for the introduction of Biodiversity Net Gain into the planning system in November.

Challenges:

- The lack of growth in brand awareness (as shown in Appendix 1) is being investigated to inform our positioning work and future brand awareness campaigns.
- Discussions with HS2 Ltd continue regarding a potential agreement between the Trust and the Secretary of State for Transport that will protect our interests. **Redacted**
- **Redacted**
- In light of the recent media coverage on the theft of artefacts from the British Museum, our National Collections Team have reviewed our management processes.
- CRM Phase 2 Implementation Project is due to be completed by the end of September, with a few modules likely to be slightly delayed due to resources being focused upon the revamp of our website.

PEOPLE

Positives:

- Following the deep dive into inclusion and diversity at the July Board, we have continued to finalise the Inclusion & Diversity Strategy and Delivery Plan.
- The final part of the Trust's pay deal relating to the period October 2022 – April 2024 for 1.25% will be applied with effect from 1st October for all colleagues in the collective bargaining agreement. **Redacted**

- Redacted
- We have up to 80 people policies and employment provisions currently under review with a delivery team in place to support this work to manage the associated workload.
- We have made the decision to remove the October engagement survey from our plan for both colleagues and volunteers. This will enable us to give more considered time for leaders and managers to act on feedback from the previous survey.

Challenges:

- London recruitment and vacancy management continues to be our greatest area of concern, although recent activity shows some improvement, now progressing well despite the current challenging labour market, where inflation and external pay deals remain higher than typical. Work is underway to establish our pay mandate and prepare for union negotiations beginning in January 2024.
- The balance on the Trust's apprenticeship levy is currently £567K, with only c.£226k spend currently planned. We will start expiring funds in June 2024 unless we invest in additional apprenticeships Redacted Several options of utilising the levy to support colleague development are being explored to ensure we utilise existing monies and halt funds expiring.

FUNDRAISING

Positives:

- The new Head of Philanthropy & Partnerships, Lydia Burns, started on 29th August.
- A new opportunity to apply to the National Lottery Community Fund for funding of up to £5m for a nationwide project has arisen and a team is developing an application to a tight deadline.
- The Gifts in Wills Enquiry event series has continued to be a success with the pledge pipeline for future years reaching over £7m and over 300 prospects engaged.
- We have successfully launched our digital Free-will offer promotional campaign this month as part of Remember a Charity Week.
- We agreed the re-launch of the Tribute & In-Memory fundraising programme following a year-long review. This will see the availability of dedicating on benches but also eventually higher value items such as Locks & Mooring posts.

Challenges:

- Overall income from fundraising is behind plan as of end of August (-£281k gross income to B23), offset by an underspend of £398k due primarily to vacancies.
- Friends' recruitment is also behind our year to date target (-1,950 at end of August) due in part to the recruitment challenges, although in August the towpath face to face team beat their targets for signups for the first time, with headcount being at its highest all year. Work to improve staff retention is underway.
- Recruitment is also key in building capacity in the Philanthropy team whilst filling in key vacancies such as the Contactless Giving Team Leader.

- A substantial update on fundraising will be provided at the November Board meeting.

Chief Executive,
September 2023

APPENDIX 1: KEY PERFORMANCE MEASURES & TARGETS 2023/24

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			July 2023 YTD	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	10.6m	10.4m	10.3m
		Total No. of visits	301.9m	900m	888m
	Satisfaction Rating - user & visitor experience	Towpath User Satisfaction	91%	87%	86%
		*Boater Satisfaction	54%	56%	54%
Improving our public safety and health & safety of our colleagues	Public Safety	No. of reported incidents due to infrastructure	10	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)	145	143	144
Being inclusive - Growing the number of local users	Local User Participation (1km)	% of local people (living within 1km) using our waterways regularly	53%	54%	53%
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	81%	79%	78%
	Feel Safe by Water	Proportion of visitors to our waterways rating their personal security as excellent or good	86%	84%	83%

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			July 2023 YTD	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	48% (all) 64% (1km)	52% (all) 68% (1km)	50% (all) 66% (1km)
Building a strong and broad supporter base	Supporter Growth	Nº of Supporters (active & passive)	1,500,238	1,600,000	1,431,169
		Nº of active Friends & other regular individual donors	26,427	30,000	25,948
Improving colleague engagement & diversity of those working & volunteering for C&RT	Diversity	% of colleagues people of colour	4.91%	5.25%	5.04%
		D&I - % of recent hires people of colour	10.81%	12%	11.96%
	Colleague Engagement (Employee/Volunteers)	*Colleague engagement	7.4	7.5	7.4
		*Volunteer engagement	8.5	8.5	8.5
Expanding our volunteer base/impact	Active Volunteers	No. of volunteer hours	221,664	725,000	677,419
		No. of active Trust volunteers	4,923	4,500	4,235
Grow our charitable income	Fundraising Income	Income from all sources of fundraising	£1.7m	£6.5m	£5.6m

*Annual measure

APPENDIX 2: HEALTH & SAFETY REPORT

1. PURPOSE

- 1.1 This paper provides a review of Health and Safety performance for the period of June and July 2023 unless otherwise indicated. 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. Detailed statistics and incident information are in the Resources Section.

2. PERFORMANCE

AFR (Rolling 12 month figure)	Prev. Yr to end of July 2022	End of July 2023	B23 YTD	KPI B23
Colleagues	0.27	0.08	0.08	
Volunteers	0.55	0.55	0.55	
Contractors	0.08	0.08	0.08	
Trust Overall	0.27	0.14	0.14	0.16

RIDDOR Incidents	Prev. Yr to end of July 2022	June & July 2023	B23 YTD
Colleagues	1	1	1
Volunteers	0	0	1
Contractors	0	0	0
Totals	1	1	2

Fatalities (Public)	Prev. Yr to end of July 2022	June & July 2023	B23 YTD
Canal	5	7	13
River	0	1	5
Reservoir	0	0	0
Dock, Marina, Boat or Towpath	0	1	4
Totals	5	9	22

Potential Public Infrastructure Related Injuries	Prev. Yr to end of July 2022	June & July 2023	B23 YTD
Numbers of Incidents Reported to the Trust	10	8	10

Safety Improvement Opportunities	Prev. Yr to end of July 2022	June & July 2023	B23 YTD
Numbers of Reported Hazards, Near Miss & Positive Interventions	2213*	1489	2459

- * This figures now includes both colleague and MoP reports

3. HEALTH & SAFETY DIRECTOR SUMMARY

Accidents to Employees, Volunteers and Contractors

- 3.1 The headline safety performance in relation to accidents has a maintained Accident Frequency Rate (AFR) of 0.14 when compared to the previous reporting period (0.14). There was one reportable injury in July to an employee. Redacted

Safety Improvement Opportunities

- 3.2 The number of Safety Improvement Opportunities recorded for June and July has increased when compared to the period April and May 2023, and the overall year-on-year total has increased also. The figure in the table in Section 2 is made up of 442 near miss/hazard observations and near miss reports, and 1047 positive interventions. There is a focus on increasing the number of Safety Improvement Opportunities across the Trust during 2023/24 as this is now a leading indicator being used to track continuous improvement and reported at Executive level. The Safety Culture Working Group are planning to increase engagement around the reporting of positive interventions as part of their objectives for the year.

Fatalities

- 3.3 There were nine fatalities reported across the Trust network during this period. All except two of the fatalities were male, predominantly adults with the exception of two teenagers. At the time of writing, there is no indicative reason as to why the numbers have increased so significantly against the same period last year; the limited information we do hold at the moment suggests that the hot weather in June does not seem to have been a significant factor. Local teams have investigated each incident to establish whether there were any causal factors in relation to the infrastructure, and the central H&S team will continue to analyse for trends and provide information to local Water Safety Partnerships where appropriate. Redacted

Infrastructure Safety

- 3.4 Eight incidents have been recorded in this period, all of which have been subject to investigation and action where appropriate. Redacted
- 3.5 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 a volunteer risk assessor leaving the Trust. At the end of July 2023, assessments have been carried out at 6 high risk visitor sites and 34 assets. Redacted

4. Colleague Safety

- 4.1 The Trust's new risk assessment process is now live. The review and refresh has been prompted by two audit reports which found issues with the previous system of completing risk assessments. The new process will have time to bed in between now and November 2023, when the old process will be switched off.
- 4.2 Work has begun to pull together this year's Trust Safety Conference which is held every year in November. This is an opportunity to update all colleagues on H&S performance, hear from an external speaker on a relevant subject, find out what each Directorate has been doing to improve colleague and public safety, and ask questions of selected Exec

members. We also announce the winner of the Trust Safety Award. This year the theme is 'Wellbeing in Safety' which highlights the link between good health, wellbeing and safety.

5. Public Safety

- 5.1 World Drowning Prevention Day was held on 25 July. The Trust supported this through social media, and awareness event at Brindley Place in Birmingham, and a number of media interviews with colleagues. Those who organised and participated in the events received very positive feedback from the Chief Executive of RoSPA, thanking them for their contribution.
- 5.2 As part of the Trust's drive to reduce accidental drownings in our waterways, we are working with a behavioural safety consultancy to focus on prevention of teenage drownings. Trustees will be aware there have been several fatal incidents involving teenagers in rivers and reservoirs this year, and we know this is a particularly challenging demographic to influence in relation to behaviours and group dynamics. We hope to have a new campaign and materials in place prior to Drowning Prevention Week in June next year.

6. Enforcement/Legal Activity

- 6.1 We received Direction from HM Senior Coroner stemming from the opening of an Inquest, touching upon the death of Erin May Madden, who tragically died on 2 June 2023 in Carr Mill Dam near St Helens. We have submitted a statement to the Coroner; **Redacted** No date has been set for the Inquest to resume.
- 6.2 We have been assisting police with their investigations and filed a report to HM Coroner following an incident at Aston Lock in Staffordshire which resulted in the death of Howard Schofield on 7 July 2023. We have submitted one personal statement from the attending member of Trust staff. This will be followed by a second technical statement detailing how locks work for HM Coroners information. To date, we have not been provided with any details of the Inquest.

H&S Director
September 2023

OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

- 1.1 This paper provides an update on waterway operations and customer service team activities.
- 1.2 This report includes the full list of over 700 miles of Green Flag waterways, awarded by Keep Britain Tidy to the Trust in 2023. All previous lengths were reassessed over the summer and all have been successful.

2. OPERATIONS

2.1 Operational incidents

- 2.1.1 LSE: The period has seen heavy rain and storms leading to an increase in fallen trees affecting navigation. We are dealing with more of these incidents internally following equipment training, reducing reliance on contractors.

- 2.1.2 LSE: We have seen a significant increase in fly tipping across the network and enormous amounts of excess waste left at our bin sites. Local teams have attended to clear this and ensure access for the general waste collection. This is happening in some areas almost daily. We are looking at innovative ways to address the issue, working through a list of hot spots. Our West London team spend around 60% of their time clearing fly tipping and rubbish.



- 2.1.3 We continue to experience Lock gate, and lock cill failures across the network due to boat damage or timber failure:

- 2.1.3.1 WSW: Cobblers Lock has been damaged by a boat, resulting in one gate requiring a temporary repair. The gates are due to be replaced this winter.

- 2.1.3.2 EMS: The gates at Birstall Lock (River Soar) were damaged for the second time by a boating collision, requiring a stoppage to repair. Kilby Lock also suffered a failure requiring a closure prior to emergency repair. 28 craft were affected between the two closures. We received positive feedback from boaters on our communications and response to the closure.



- 2.1.3.3 EMS: We managed problems with a damaged cill at North Lock (River Soar) which made lock operation difficult for customers leading to multiple callouts for assistance. We provided assisted passage whilst a repair was mobilised earlier this month.

- 2.1.3.4 NW: Rochdale Canal, Lock 87 gate repairs have caused a lengthy closure for customers. Lock 77 cill failure repairs. Both issues now resolved.

2.1.3.5 NW: Shropshire union canal at Audlem, top gate heel post failed just before the festival weekend, teams rallied and resolved without impacting customers significantly.

2.1.4 WSW: Crofton summit pound was closed due to lack of water. This was caused mainly by misuse and limited pumping at Caen Hill Pumping Station, where work is ongoing.

2.1.5 NW: Anderton Boat Lift – The west caisson use was suspended in July and remains closed due to observed distortion relating to the recently replaced aqueduct gate lifting brackets. Investigation and re-design underway. The root cause appears to be that the new brackets have been under designed, in combination with structural misalignment on the west side. Repairs expected to be completed over winter.



2.1.6 NW: July and August have seen a number of boat related incidents including a boat sinking in lock 43 on Leeds & Liverpool Canal at Greenberfield and at lock 73 on the Rochdale canal where a customer lost control of their boat.



2.1.7 NW: Infrastructure problems have caused a number of intermittent navigation closures these include: Peak Forest Canal: Lock 7 Marple Flight where we have concerns of lock wall movement which may involve a significant repair, Wood End Lift Bridge following vehicle damage and bearing failure and a closure of navigation between locks 41 and 43 for several days whilst concerns about a third party dangerous wall were resolved.

2.1.8 YNE: Slaithwaite Reservoir - on 25 July the reservoir outlet valve failed when the valve wheel snapped from the spindle. The valve was in the open position so urgent repairs were required the following day.



2.1.9 YNE: Leeds and Liverpool Canal - Aquatic weed – we have seen blooms of weed far in excess of past experienced, resulting in increased operative and volunteer tasks to keep by-washes clear and water flowing. The weed shown in the photo is from one day.

2.1.10 YNE: Standedge Tunnel Trip Boat – the boat with passengers, left it's mooring without a qualified Boat Master aboard. A new volunteer was being trained and had incorrectly cast-off without the Boat Master being present. The incident was reported to the MCA and appropriate procedural changes made to prevent recurrence.

2.2 Operations Risks:

2.2.1 Vegetation Management Services Contract: performance of our contractor Ground Control (who commenced in April 2022) is significantly below the required level and actions is being taken under the contract which may result in termination of the contract.

2.2.2 Customer Service Facility (CSF) Review: we have now progressed to a list of potential sites for closure against our criteria and service provision standards.

2.3 Restoration Conference: the 2024 conference will be hosted by the Buckingham Canal. A key theme will be future funding of the waterways.

2.4 Water Management

- 2.4.1 The River Usk remained at exceedingly low levels into July, until rainfall around the 10th July. Permitted abstraction has remained above our required 20MI/day since 23rd July, water resources improved due to a wet August but the prospects for 2024 remain a significant concern as the canal will close if similar conditions prevail.

3. PORTS & HARBOURS

- 3.1 The Harbour Management Board met on 29th August. The following points are for noting:
- 3.1.1 The Designated Person has undertaken a review on safety log for incidents to cross reference with incidents recorded in the HAZMAN tool
- 3.1.2 Good progress is being made on standardisation of the Marine Safety Management System.
- 3.1.3 The HMB is maintaining a review a ports risk register.
- 3.1.4 New appointments have been made in London Docklands to improve the resilience of management and succession planning.

4. ORGANISATION

4.1 Management team

4.1.1 Redacted

4.2 Regional Advisory Boards (RAB)

- 4.2.1 LSE: New members welcomed in a virtual meeting and will attend their first in person meeting in October. The meeting explored fundraising connections and external engagement opportunities to further support the ambitions of the region. This was followed by our regional Annual Public Meeting chaired by Sir Peter Dixon.

- 4.2.2 WSW: The Regional Advisory Board Chairs visited the Cotswold Canals Connected (CCC) project on the Stroudwater Canal. Members of the CCC project board shared progress updates. We said farewell to David Hagg, retiring SW Chair, and welcomed incoming Chair, John Podmore.

- 4.2.3 WSW: A number of SW RAB members have resigned, leaving one remaining member and the Chair. Mark Evans and Anna Finn have met with John Podmore, with a plan to recruit new members, who can further the Trust's work within the south west.

- 4.2.4 WSW: Bwrdd Glandŵr Cymru met in July at Trevor Basin. Phil Mabey led a site visit to view the Levelling Up Funded projects, with additional presentations by colleagues.

- 4.2.5 WMS: next meeting 28th Sept, hosted by Coventry City Council.

- 4.2.6 EMS: The regional team and RAB members welcomed over 70 stakeholders to the Annual Public Meeting at the University of Northampton. This was an opportunity to raise the Trust's profile in the southern part of the region. There will be follow up meetings with the leader of Northampton Council and the University amongst others.



- 4.2.7 NW: Nigel Weatherill has stood down from NW RAB chair due to his relocation to London, recruitment has commenced. In the interim, Dharma Kovvuri, an existing board

member and dean of UCLAN business school and the Burnley campus will chair the meetings.

- 4.2.8 YNE: The RAB met on the 5 July with a focus on Biodiversity Net Gain including a colleague presentation. The RAB provided excellent support to the July trustees visit and reception with a number of guests being direct contacts of Board members.

5. LONDON & SOUTH EAST REGION

- 5.1 Colleague safety has featured highly with a series of incidents on the approach to the West London team base at Adelaide yard. A colleague has been assaulted but not seriously injured and there is considerable anxiety in the team. An in-person full team meeting was held and we have been working to identify possible further action as the Police are reluctant to follow up. Colleagues now wear body cameras; access fobs for the yard gates have been updated. We do not currently have legal rights over the access road but have registered an interest; approaches have been made to the owner to fulfil their obligation in providing safe access. We review the situation fortnightly.
- 5.2 Engagement continues with key stakeholders including Barnet Executive team who were keen to discuss issues recognising us as a key partner in the area and a vehicle to deliver some of their ambitions around health, wellbeing and environment. We continue our relationship with Oxford City Council along similar themes with follow up meetings regarding Local Nature Recovery work. Inroads have also been made with Camden Council with a collective ambition to work with Islington and Westminster.
- 5.3 We continue focussing on developing a pipeline of fundraising proposals and led a successful London visit for Clarion Housing to explore ways for greater support and collaborative working. We are working with the Fundraising and Strategy team to deliver actions following recent Fundraising workshops.
- 5.4 Other work includes the launch of new pre-bookable visitor moorings in Little Venice and Paddington. Our Mooring Ranger team will help manage these to ensure every paying customer is accommodated. Prices have been increased to reflect better market value, and further sites will follow. Other success includes all our Green Flag submissions being successfully awarded. The Region also engaged with the H&S team on a recent EA visit to the River Medway in Kent to review and share best practice around visitor safety.

6. WALES & SOUTH WEST REGION

- 6.1 The Water Safety Partnership have met and conducted a walk in Newbury at a site where a member of the public drowned. We await confirmation of cause of death but suspect this was alcohol related.
- 6.2 July highlighted concerns again with aquatic weed growth. Despite regular management through contractors there have been concerns at Durlough Pumping Station (Wessex Water) as weed collected in the area in July. In other areas along the canal it has been difficult for craft to pass through due to the weed growth.
- 6.3 Volunteer Bridge Keeper recruitment on the G&S and River Severn is progressing steadily but does not yet meet our planned growth needs. 37 volunteers were involved in July. On average, each volunteer delivers nearly 5 hrs of bridge keeping per month. On current projections, we need to recruit a significant number, over 200 more volunteers to meet our plans for 2024.

- 6.4 Sharpness - The Port has recently been accepted into the South West Regional Ports Association, a group of 35+ member ports sharing best practice on everything from health and safety, infrastructure management and dredging innovation to delivery of 'Net Zero' ambitions and incorporating AI into port operations - www.swrpa.org.uk.
- 6.5 National Waterways Museum Gloucester - Summer activities have been delivered, supported by Explorer volunteers. Weekly 'Junk Modelling' activities which celebrate the 150th anniversary of Llanthony Warehouse are proving very popular. Over 200 people have taken part in this activity so far, building imaginative sculptures with craft and recycled/repurposed materials.
- 6.6 Let's Play activities are also running weekly at Trevor Basin, with fun family games and Explorer workshop resources available for visitors to take part in.
- 6.7 During July, Mark Miles and volunteers ran twelve 90-minute tours for the public at Diglis, which concluded our 5-month run of Weekly Fish Pass Drop-ins for the summer. 223 people attended our three drop-in sessions, and 173 people joined the 90-minute tours. In total, 550 people took part in various activities hosted at Diglis in July. 16 Diglis Island Guides volunteers donated 120 hours in July.
- 6.8 **Community Roots Gloucester:** Community Roots Coordinator, Lara Bienkowska, has been developing connections with key local organisations, community groups and activity providers as we move towards co-creation of activities that promote health and wellbeing in the local community. She is bringing particular focus to disabled access and how we can ensure all people are able to benefit from what the canal offers. In building community connections Lara has involved the Trust in a number of local events including a Windrush Anniversary event in June delivered by the Museum team, Gloucester Carnival in July with support from the Explorers team, and "Threads" a heritage costume project with involvement from the Friends of the National Waterways Museum.
- 6.9 Lara has coordinated "Crossings", an art installation by internationally recognised local artist Luke Jerram, involving 9 rowing boats in Gloucester Docks offering an immersive audio experience on the water.

7. WEST MIDLANDS REGION

- 7.1 We held our Annual Public Meeting in Birmingham on 11th July, as well as the first Roundtable on nature recovery and nature connectedness.
 - 7.1.1 The APM was attended by over 70 participants representing a range of organisations, where the agenda was dominated by discussion of the impact of the proposed grant settlement. Considerable support was expressed by a number of representatives.
 - 7.1.2 The Roundtable on nature recovery and connectedness was held to explore opportunities arising from the national Environmental Improvement Plan (EIP) published by Government, and involved West Midlands Combined Authority, sponsors Severn Trent Water, and other local authorities and organisations. We reviewed the role of the waterways in supporting the EIP ambitions.
- 7.2 Service delivery within the region has been particularly challenging mainly due to shortcomings in delivery of the vegetation control contract. We have used our Reactive Response team and volunteers to address specific locations. They have also been instrumental in delivering urgent repairs to avoid navigation closures.

7.3 We are currently progressing a number of externally funded projects to the value of £8m in Shropshire, Stoke, Kidsgrove and Llanymynech under the UK Shared prosperity Fund.

8. EAST MIDLANDS REGION

8.1 Green Flags were re-awarded for all submissions including Foxton Locks. One judge commented, “The volume of good work being carried out by Trust staff and volunteers came across strongly and was self-evident during the visit. The canal plays an important role in the daily lives of the local communities...”.



8.2 A heron sculpture created from upcycled waste by sculptor Michelle Reader was installed at Wilford St, by Green Hustle volunteers alongside the Nottingham Towpath Taskforce. The sculpture was part funded by Raleigh, where it has been displayed since the Green Hustle Festival in June. As the first ‘legacy site’ from the festival Green Hustle are entering into an adoption agreement to help maintain the area.



8.3 On the 15th August 950 people attended a free Family Fun Day at Foxton Locks which included guided walks, craft activities, trails, pond dipping, paddle boarding, canoeing, games, stories, fun challenges and music.

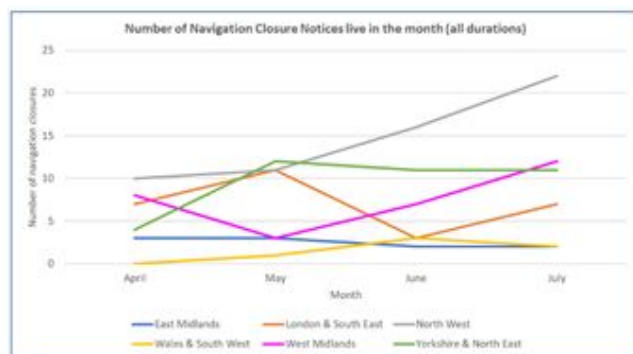


8.4 The Canal Museum, Stoke Bruerne has regained Visit England Accreditation scoring 84%. The assessors said: “the newly-displayed first floor gallery has been designed to appeal to a wider audience, including young families, which is a commendable initiative to engage younger and future generations in this important heritage property. The very good café has achieved another improved score, and the immersive retail experience has shown further improvement.”

8.5 Media activity in the period has been dominated by the Government Grant Review announcement. The regional director gave interviews to ITV Central, BBC Radio Northamptonshire, BBC Radio Lincolnshire and Harborough FM. Richard Parry also gave an interview to BBC Radio Northamptonshire which was used extensively across news bulletins. There was also good local print coverage, including in the Leicester Mercury and Newark Advertiser. The Regional Director also gave a television interview to BBC East Midlands Today, talking about the towpath repairs being undertaken at Castle Wharf in Nottingham.

9. NORTH WEST REGION

9.1 The NW region continues to suffer from extensive infrastructure and M&E failures affecting service on nearly all canals during the main holiday season. Contrary to the improved position in YNE below.



Our reactive team has responded to a number of these, some requiring significant site mobilisation and works. There are a number of outstanding repairs to structures, the failures are causing increased customer frustration. Our rate of unplanned closures is the highest of all regions seeing around double the rate of others.

9.2 The water resources situation is much improved by the rainfall experienced during July and August resulting in reservoir stocks that mean we are likely able to keep all canals open and continue to remove any remaining restrictions incrementally.

9.3 National Celebration of young people and fishing - over 275 entrants signed up for the event on the Shropshire Union Canal on 16/17 September.



9.4 We have seen 2 boat sinkings in this period one boat sank in lock 43 on Leeds & Liverpool Canal at Greenberfield. The second incident occurred at Lock 73 on the Rochdale Canal with a lone boater leaving his boat floating in the lock unattended.

10. YORKSHIRE & NORTH EAST REGION

10.1 At time of writing our YNE network is fully available with no emergency closures, significantly improved on recent years. This is a testament to the hard work of our combined teams. Overall navigational availability in the region has been assisted by above average rainfall recently replenishing reservoirs.

10.2 Work is nearing completion on the detailed design for the DfT funded scheme on the Leeds Liverpool Canal between Salt's Mill Bridge and Hirst Lock, which has a value of **£450k**. Unfortunately, due to cuts, there is no funding available to continue this work towards Bingley.

10.3 We have been informed that there is a funding allocation of **£350k** for the improvement of a 1km section of towpath between Mirfield Station and the marina on the Calder & Hebble through Network Rail's First and Last Mile funding scheme, for delivery in B24.

10.4 Sustrans will begin work this Autumn on towpath upgrade works at Bingley Five Rise, following the completion of agreed designs for the section.

10.5 50 Things to Do Before 5 - the second year of this walk to bring children from BAME communities in Bradford to the canal for the first time. Delivered in conjunction with Northern Rail who provided free travel for the participants.



10.6 Discovering Newlay Lock - the second year of the successful partnership with Kirkstall Valley Development to support their delivery of the Healthy Holidays funded Kirkstall Explorers. Introduced children to the nature and wildlife of the canal, how to operate a lock and being safe near water. Excellently supported once again by volunteer Geoff Dixon and his expansive knowledge of the history of the canal in the area.



10.7 Leeds Waterfront Festival 1 and 28 July - an estimated 1,000 attended on the first day with over 250 people taking to the water on either a paddleboard, canoe or kayak. An excellent free day out for families that was greatly received by those in attendance. Children also took part in drumming workshops, face-painting and circus skills.

11. CUSTOMER SERVICE SUPPORT

11.1 Boating & Mooring

11.1.1 We have supported the Department for Climate Security and Net Zero with the announcement of the energy grant for boaters without a home mooring. Considerable work has been undertaken to ensure eligible boaters are communicated with. Over £4million in energy grant support has been made available to liveaboard boaters with a Trust licence. There has been a noticeable increase in online activity from boaters updating personal details on our site as a result of the opportunity to claim.

11.2 Licensing

11.2.1 Redacted

11.2.2 Gold licence - We are at the final legal review with the Joint Agreement for GOLD licensing with the Environment Agency. We are liaising with them on the joint agreement and also joint interests in engagement with waterway users.

11.3 Boater satisfaction

11.3.1 Summer boater survey currently underway, interim results will be available in October. Annual overall satisfaction is 54% (very/slightly satisfied).

11.4 Boat Licensing Customer Support

Redacted

11.4.1 Active cases have levelled off over the last 6-weeks. The current indicative evasion rate is 8.4%. There is +/-0.5% fluctuation in most regions but, positively, LSE region has plateaued at 15.8%.

12. VOLUNTEERING

12.1.1 Volunteering to end of July


	Hours/number
Total hours	221,664
Overall number of Active Trust Volunteers	4,293
Overall number of Active Partner Groups/Organisations	332

12.1.2 Volunteering across wider teams outside of Operations is growing and we are supporting several teams across the Trust in building up their requirements and potential great volunteering experiences. Some of the developments are:

12.1.2.1 I&P; piloting asset management inspectors; exploring the potential in supporting the PMO team with risk management, document management, estimators, project planners, data analyst;

- 12.1.2.2 Vegetation management oversight of contractor cuts to specification with our Ranger volunteers as part of their role, support of taskforces and lock keepers already part of our teams assisting with sapling growth and cutting back where there is an identified need;
- 12.1.2.3 Lead Volunteers supporting explorer teams to build capacity, as well as various teams in the Trust who would benefit from the skills of volunteers to organise, welcome and lead teams of other volunteers or special projects.
- 12.1.2.4 Destination & Attractions; Reviewing the volunteering roles needed to support operations and income generation at these special places and grow participation opportunities for volunteering with the national collections and archive teams, marketing and fundraising.
- 12.1.2.5 Central team volunteering

No. of volunteers / hours in other national teams		
Management Team	Hours - YTD	No. of Volunteers
COO - Customer Service Support	1,618	36
COO - National Volunteering Team	1,108	54
COO - Operations Support	200	7
COO - Technical Support	384	5
Finance	465	47
Infrastructure & Programmes	319	49
Investment - Museums	854	24
People	10	4
Strategy, Engagement and Impact	3,422	55



13. BRAND, SUPPORTERS & INFLUENCE

- 13.1 LSE: The Aylesbury MP, Rob Butler and Cllr Martin Tett, leader of the Council attended the official opening of the new towpath in Aylesbury. All MPs have been written to following the GGR announcement and follow ups with several MPs are pending including Steve Tuckwell (Uxbridge), Tanmanjeet Singh Dhesi (Slough), Ruth Cadbury (Brentford), Virendra Sharma (Ealing). We are assessing MP responses to Grant Review correspondence to generate a new programme of approaches linked to campaigns, winter works programme and other positive activities.
- 13.2 WSW: Following the government grant review outcome, we've contacted MPs, MSs and key stakeholders requesting their support. In July, regional director met with Wera Hophouse, MP for Bath and Nick Thomas- Symonds, MP for Torfaen. We anticipate further meetings with invitations already sent to MPs for Brecon, Monmouth and the Gower, as well as the Welsh Secretary of State.
- 13.3 WMS: A meeting was held with the Mayor of the West Midlands, Andy Street, attended by Richard Parry and regional director. The agenda consisted of an update on the #KeepCanalsAlive national campaign, and an update and request for support with some our major projects in the region. A tough, but overall constructive discussion, with specific actions agreed.

- 13.4 EMS: Richard Parry, regional director and local team leader met with Andrew Lewer, MP for Northampton South on the Grand Union Northampton Arm, where he saw examples of the excellent partnership the Trust has with IWA Northampton and the Northampton Marina, and heard about the importance of the Northampton Arm.
- 13.5 EMS: Regional director met with Jane Hunt MP for Charnwood, with representatives from the district council, charities and businesses to discuss plans for increasing tourism to Loughborough. Following towpath improvements funded through the Town Deal, the canal is seen as a key route and an important aspect of the tourism offer.
- 13.6 NW: Interim regional director met with Esther McVey MP (Con), David Rutley MP (Con), Sara Britcliffe MP (Con) and Cat Smith MP (Lab) to promote our work and discuss the proposed settlement. Also had extensive conversations with Mike Amesbury (MP) (Lab) who has written a supportive article for constituency press. Meeting with leader of Manchester City Council Bev Craig also undertaken to secure early consideration of canal corridor in city strategic planning.
- 13.7 YNE: regional director and Richard Parry met with Simon Lightwood MP in August. Discussions of the Government Grant Review was the main focus. Following this visit, Simon's office issued a press release and video message in support of the Trust which secured coverage on the front page of the Wakefield Express.
- 13.8 YNE: regional director met with labour candidate for Shipley, Anna Dixon, at Bingley 5 Rise in August where she spoke to a number of colleagues and volunteers. Following this visit, Anna issued a press release in support of the Trust which secured coverage in the Telegraph and Argus.



Appendix 1

Canal & River Trust- Green Flag Register



Region	Length Awarded (miles)	Canal	Year Green Flag Award Gained	Green Flag Award Status
EMS	12	All 12 miles Erewash Canal	2019	Awarded Green Flag 2023
EMS	5	Nottingham - Beeston Canal	2020	Awarded Green Flag 2023
EMS	0.4	Foxton Locks	2021	Awarded Green Flag 2023
EMS	25	Leicester – River Soar/Grand Union - Loughborough to Kilby Bridge	2022	Awarded Green Flag 2023
Y&NE	32.6	32.6 miles of the Chesterfield Canal from Kiveton Park to West Stockwith (including 14 miles awarded GF in 2017 - section from Stockwith to Retford).	2018	Awarded Green Flag 2023
Y&NE	9.5	All 9 ½ miles of the Pocklington Canal	2018	Awarded Green Flag 2023
Y&NE	2.5	All 2 ½ miles of the Ripon Canal	2018	Awarded Green Flag 2023
Y&NE	41	41 miles Leeds Liverpool Canal (urban waterway)	2019	Awarded Green Flag 2023
Y&NE	0.5	Tees Barrage Park (urban waterway)	2020	Awarded Green Flag 2023
Y&NE	6	Selby Canal	2020	Awarded Green Flag 2023
Y&NE	12.5	Rochdale Canal	2021	Awarded Green Flag 2023
Y&NE	8	Saddleworth - Huddersfield Narrow Canal	2021	Awarded Green Flag 2023*
Y&NE	1	1 mile Sheffield & Tinsley canal. Victoria Quays to Bacon Lane Bridge (urban waterway)	2022	Awarded Green Flag 2023
Y&NE	7	7 miles of the Calder & Hebble. Sowerby Bridge - Brighouse.	2022	Awarded Green Flag 2023
L&SE	0.9	0.9 miles of the Regents Canal (Mile End to Limehouse Basin) obtained by Lower Regents Coalition (external application by adoption group).	2018	Awarded Green Flag Community Award 2023
L&SE	4	4 miles of the River Lee Navigation, Waltham Lock to Cheshunt. Official wording: 'Gunpowder Park, River Lee Country Park' (external submission by Lee Valley Regional Park Authority)	2017	Awarded Green Flag 2023
L&SE	2.6	Hanwell Lock Flight – Grand Union Canal (expanded 2022)	2019	Awarded Green Flag 2023
L&SE	1.3	1.3 miles Stonebridge Lock – River Lee Navigation (Tottenham locks to Chalk bridge, Haringey)	2019	Awarded Green Flag 2023
L&SE	13.6	Harlow Mill Lock (River Stort) (Expanded 2022)	2020	Awarded Green Flag 2023

L&SE	0.4	Haggerston (Regents Canal). Official wording: Kingsland Basin and Regent's Canal Nature Reserve.	2020	Awarded Green Flag 2023
NW	27	All of the Macclesfield Canal	2016	Awarded Green Flag 2023
NW	46.6	Shropshire Union Canal from Middlewich to Audlem (2021) and Barbridge Junction to Ellesmere Port National Waterway Museum	2017	Awarded Green Flag 2023*
NW	14.3	Huddersfield Narrow Canal	2021	Awarded Green Flag 2023
NW	15.9	14.9 miles of the Peak Forest Canal in the Peak District incl. Marple Lock Flight + Bugsworth arm	2017	Awarded Green Flag 2023*
NW	52.4	Lancaster Canal (including northern reaches)	2018	Awarded Green Flag 2023*
NW	35	Stanley Flight (2020) to Wigan top lock (2021), Leeds & Liverpool Canal	2020	Awarded Green Flag 2023*
NW	20.1	Weaver Navigation 19.8 miles – including Anderton Boat Lift 0.3 miles. Official listing specifies Runcorn to Winsford.	2020	Awarded Green Flag 2023
NW	1	Sutton Reservoir - Macclesfield	2020	Awarded Green Flag 2023
NW	40.9	Leeds & Liverpool Canal - Barrowford Reservoir (0.6 miles) and Lower Foulridge Reservoir (1.8 miles) plus Greenberfield bottom lock to top lock Johnsons Hillock (extended 2023). Official wording: Greenberfield to Barrowford, L&L.	2020	Awarded Green Flag 2023 and extended
NW	0.4	Lock 87 – Lock 89 Manchester City Centre, Rochdale Canal	2020	Awarded Green Flag 2023
NW	2	Combs Reservoir	2022	Awarded Green Flag 2023
NW	7	Ashton Canal	2022	Awarded Green Flag 2023
NW	34	All of the Trent & Mersey Canal from Preston Brook to Harding's Wood (extended 2023)	2021	Awarded Green Flag 2023*
NW		Royal Albert Dock/Salthouse Dock, Liverpool	2021	Reconfirmed Blue Flag 2023
W&SW	14.5	All 14 ½ miles of the Bridgwater & Taunton Canal	2018	Awarded Green Flag 2023
W&SW	87	All 87 miles of the Kennet & Avon Canal	2017	Awarded Green Flag 2023
W&SW		Swansea Canal - Community Award	2020	Awarded Green Flag Community Award 2023
W&SW	16	Gloucester & Sharpness Canal (excluding Sharpness port), (formerly just Saul Junction, G&S from 2022)	2020	Awarded Green Flag 2023
W&SW	35	All 35 miles of the Mon & Brec Canal	2020	Awarded Green Flag 2023
WMS	8	8 miles of the Montgomery Canal	2018	Awarded Green Flag 2023
WMS	4.5	4.5 miles Revolution Walk (Birmingham Main Line - old and New - from the Round House to Chance Glass works	2020	Awarded Green Flag 2023
WMS	1.2	1.2 miles Riverside Park. River Severn – Worcester-Birmingham Canal (external CC submission). Official wording Riverside Park	2019	Awarded Green Flag 2023
WMS	7.6	7.6 miles Trent & Mersey Canal, Kidsgrove to Stoke	2021	Awarded Green Flag 2023

WMS	5.5	5.5 miles Coventry Canal	2021	Awarded Green Flag 2023
WMS	5.7	Tame Valley – Ocker Hill to Perry Bar Top Lock	2022	Awarded Green Flag 2023
WMS	4	Birmingham City Centre – Sea Life to Selly Oak	2022	Awarded Green Flag 2023
WMS	1.2	Leamington Spa – Bridge 39 to Bridge 44 Myton Road	2022	Awarded Green Flag 2023
WMS	1.5	Wolverhampton Lock Flight	2022	Awarded Green Flag 2023
WMS	8	Trentham & Stone – ridge 108A (Stoke) to Bridge 89 (Aston)	2022	Awarded Green Flag 2023
WMS	1.5	Walsall lock flight & basin	2022	Awarded Green Flag 2023
WMS	7.5	Stourbridge Canal & Town Arm	2023	Awarded Green Flag 2023
WMS	46	Staffordshire & Worcestershire Canal	2023	Awarded Green Flag 2023
Totals	709 28	Confirmed miles of our waterways hold Green Flags Confirmed to us but not recognised on official results list (judged after results announced)		

* Also listed as Green Heritage site award winner

APPENDIX 3: INFRASTRUCTURE & PROGRAMMES REPORT
Chief Infrastructure & Programmes Officer

1. PURPOSE

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

2. ASSET MANAGEMENT

Relevant Standard	Measure	Warning Threshold	01/04/2022	03/04/2023	02/05/2023	31/05/2023	03/07/2023	01/08/2023
1a. Safe Waterways (measured monthly)	Principal Assets in Grades D&E	23%	12.85%	12.83%	12.86%	12.88%	12.85%	12.88%
2. Towpath Condition (measured quarterly)	Towpaths in Grades A, B, C	60%	81.39%	81.27%	N/A	N/A	81.3%*	81.3%*
3. Flood Management (measured quarterly)	>£2m breach damage D&E culverts and embankments	4%	0.45%	0.51%	N/A	N/A	N/A	N/A

- Principal Assets in Grades D&E has increased in the month from 12.85% to 12.88%
- The interim data for 'Towpaths in Grades A, B, C' and 'Flood Management >£2m breach damage D&E culverts and embankments' is not yet available.

2.1 **Redacted**

2.1.1 **Redacted**

2.1.2 **Redacted**

2.1.3 **Redacted**

2.1.4 **Redacted**

2.2 Arising Issues

- 2.2.1 The table below shows the number of arising issues for 2023/24 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 <u>input</u> or which have a potential to require investment B23 (£'000)				
Region	Arising in August 2023	Arising in August 2023 cost £'000 (cost x probability)	B23 YTD (no. of issues)	B23 YTD cost £'000 (cost x probability)
Y & NE	0	0	14	298
NW	13	265	31	658
L & SE	3	61	15	178
W & SW	2	55	11	157
EM	3	15	11	204
WM	11	175	31	431
Total	32	571	113	1926

2.2.2 London & South East

GA-008-003 – Lock 14 – Sink Hole, Chamber Wall Leak. A large void opened up adjacent to Lock 14 undetected which was reported by a dog walker at the end of June. Operations barriered off the void and a reactive inspection was undertaken to open up the sinkhole, dye testing determined that there is a low-level leak through the lock chamber washing out the fill behind the wall. ECI has been undertaken with a grouting contractor and it is proposed to plan in a leak repair under restriction through grouting with Regional Reactive Team support to undertake infilling works.



HU-001-061 – Lock 2 – Blocked bypass culvert and liner repairs. The bypass culvert to the middle lock has been causing flooding issues to the towpath upstream of the lock during increased flows. This is due to the opening being blocked by a rigid structure. CCTV and jet washing was attempted to remove the structure although was unsuccessful. It is proposed to use a Maxi Miller powerhouse product to remove the obstruction caught on the patch liner. Following the removal, a new patch repair may be required to line the culvert.

GU-220-005 – Stoney Sluice – Leakage through apron. Low water levels at Brentford are leading to customer disruption at the moorings and are currently being managed by operations. Potential blown cill / apron is expected to be the main

contributor. A dewatered inspection in accordance with AIP has been called this year. The team are currently planning for the dewatered inspection and are looking to accelerate the proposed inspection with AMCO to help investigate the defect further and enable repairs.



2.2.3 Wales and South West

KA-092-001 Bridge 149 Scott's Wharf. A wingwall on Scott's Wharf Public Road Bridge has recently shown signs of increased movement and a formal monitoring regime has been implemented. As a result of a recent PI, we were in the process of preparing a project initiation sheet for implementation in B28, however depending on the results of the next 3-6 months monitoring we may need to bring all or part of the proposed intervention forward.



MB-024-019-R Embankment 8C, MB-024-006 Aqueduct 11 Cwm Shenkin Brook. Unauthorised Third-Party earthworks/site clearance on the M&B may have reduced the slope stability of a D/4 embankment. The geotechnical team have visited site and are assessing how the current geometry of the slope compares to the pre-work condition and the significance of the work carried out. It is evident that the landowner has cleared the embankment of vegetation and changed the geometry of the slope immediately adjacent to the wingwall of Aqueduct 11. The landowner has been advised and we are also requesting a slope stability analysis as part of a retrospective planning permission. A knock-on impact of the work undertaken is a delay in a B24 HPW scheme on the aqueduct to repair the outfall due to concerns that the new river retaining wall will need propping before working underneath.



KA-108-005-L Lymply Stoke Embankment 96 Leakage. Leakage from the concrete channel along this embankment has been a problem for several years. In B22 grouting was undertaken that significantly reduced the flows and further grouting through the B23 grouting project is planned. Unfortunately, our routine monitoring has recently shown an increase in leakage and further investigation has identified a cavity



on the offside of the canal which has been caused by leakage. We are working with the reactive team to clay fill the cavity and have escalated the grouting 'need' with the Project Team who have advised that they will be able to complete grouting works in the next 2-3 weeks. Unfortunately given the history at this location it will be

necessary to de-water this winter stoppage season under an unplanned stoppage, to investigate the cause of the leakage with funding via an investigation AR.

2.2.4 East Midlands

GL-055-001 – Lock 30, Kilby Lock Cill Damage. On Monday 17/07/2023 CRT staff on standby called in to report that the top cill at Kilby Lock had failed. Witnesses described the whole gate as moving with a significant flow of water boiling up under the lock gates. The navigation was subsequently closed to boat traffic. The Direct Services team were mobilised to undertake the cill repair work and the lock reopened on Thursday 3 August 2023.



SO-001-009 - Lock 42, North Lock Cill Damage. Extreme flow through the cill of the top gate is making the bottom gates difficult to operate whilst navigating downstream. This is generating queries and using up operational resources to help boaters navigate through the lock. During a recent length inspection, the asset inspector has also reported that the ground paddle chamber on the offside is blocked and needs clearing. A dive investigation is to be undertaken and full repair to the top cill is recommended. This requires installation of top and bottom planks, needs a minimum of 2-weeks stoppage which is currently being negotiated with the region. This will also include clearing the offside ground paddle chamber.

2.2.5 North West and Yorkshire & North East

Lock 69 Wigan Flight (L&L). Recent repairs were undertaken on the cills and gates to reduce leakage. However, upon rewatering it has become apparent that there is new leakage from under the cill area, boiling up downstream of the tail gates. The source of the boil is coming from within the lock chamber. The lock can still be used so this will be monitored for now. The Asset Team is proposing installation of a grout curtain on the chamber side of the tailgate cill later in the year. This would be the least disruptive option to the navigation. This could possibly be done by pontoon and the lock would not need to be completely dewatered and could possibly be done via a restriction.



Bridge 24 (Woodend) Lift Bridge (Peak Forest). It was previously reported that the lift bridge had been hit by a vehicle damaging the lifting frame, ram and bearings/bearing housings, closing the canal. A repair was completed 13 July. However, two weeks later, on 28 July, following inspection it was identified that the bearing casing had (again) fractured. The canal is currently closed while repair options and root cause analysis is undertaken. The photo shows the fractured bearing casing on top of the portal frame.



WI-051-009 Lock 4, Boston Lock Paddle Fault. The low side lock gate paddle spear rod and needles for the Lock 4, Boston Lock along the River Witham have bent and disfigured due to the misalignment of the arrangement, probably due to impact damage or debris during operation. The bent rods and needles make the paddles system difficult to operate. The M&E team raised the issue with the Asset Management team and the Direct Services team, who were already nearby undertaking planned work, were asked to assist in the repair. They were able to remove the bent gate paddle spear/needle rods and needle thread connecting heads as they needed replacing rather than straightening. The new replacement parts have been ordered.



Lock 7 Audlem (SU) – headgate. An inspection on 26 July identified that the heel post at the collar was severely rotten and presented a risk. The canal was closed on safety grounds to allow the repair to be completed and the lock was reopened on 29 July.



Redacted

MA-036-022-L - Culvert 66 O/S Embankment. Leakage was observed through the embankment, carrying fines. The reactive team was requested to mobilise and place clay over a short section of shoulder identified to be source of leakage.

Top (Wide) Lock - National Waterways Museum Ellesmere Port. A sinkhole opened up within the footway area adjacent to tail of lock. The failure is very similar in nature to those previously seen on the HNC, whereby leakage from the lock creates a void. The regional reactive team are undertaking the repair.



WN-019-002 Saltersford Large Lock – Head Gate ram Holding down bolts. The holding down bolts are no longer securing ram in position, with the ram moving under load. An emergency approval is in place to get a contractor in to repair it. It may require new holding down bolts, or replacement washers and locking nuts.

AL-002-008 Leeds Lock 1 Aire and Calder Navigation. The back planking on the headgates at Leeds lock have deteriorated, the local customer operations team suspected that a boater may have damaged it as the deterioration was sudden. The back planking was in the B25 plan however due to the damage the lock has been closed and works were required to get the lock back in operation.



CA-014-001 Kirklees Top Lock. The headgate towpath side gate paddle has blown and divers found that sluice frame is missing and couldn't be replaced by the divers. A stoppage will be needed to undertake the repairs. This will need adding to the B23 works as an arising project.

CA-010-009 Lock 10 Ganny Tail Gates. The tailgates at Ganny lock have crossed over and no longer mitring. The Lock Gate Inspector and Asset Engineer attended site with the Customer Ops team and originally it was thought that there was a tyre or similar on the cill stopping the gates from mitring but once it was cleared the gates continued to overlap. It is thought there is a damaged cill, heel post or pot/pin displacement. A dive survey was arranged in August to see what can be understood about the gate operation. It is likely a stoppage with Direct Services will be required to reopen the lock.



HN-032-003 Lock 3W – Canal closed due to cill leakage. Excessive leakage to the head & tail gates has closed the canal. The gates are currently in for repair work this winter however, the Customer Ops team are currently investigating the issue with a view to carrying out a holding repair to the head gate to tide it through to the winter as the cill leakage is making navigation difficult.



RD-048-005 Lock 77 – Top gate cill failure. The timber cill to one side of the top gates has failed, closing the canal. The reactive team are currently planning to mobilise to repair the cill.

RD-050-038 - Culvert breach site. The duty team were called out to a sinkhole in the towpath over the weekend of 29 July. This is the site of a culvert breach project carried out by Kier in 2020. Leakage at the interface between the new washwall and existing has caused the settlement in the towpath. The leak will need to be sealed and the towpath reinstated.



2.2.6 West Midlands

SS-021-003 – Lock 54 Broken balance beam – the towpath side balance beam came away from the head post and needed a repair. The Reactive Team fabricated an 8mm steel “glove” to fit over the beam from the heel post and bolted to the gate. The “glove” allowed the balance beam to be fitted over the top and the walkway be bolted to it. Repair was completed in 6 hours after fabrication.



Redacted

Redacted

Redacted

Redacted

SS-017 - South Stratford Canal Breach between Locks 43 & 44 – The canal breached on 6 August 2023, causing the canal to close. The Regional Reactive Team has undertaken a temporary repair to the canal bank which enabled the canal to reopen the next day. An investigation AR has been raised to aid understanding of root cause of breach which is suspected to be associated with a pipe which is known to connect to nearby culvert 19. An initial CCTV inspection was inconclusive, so further surveys required before void can be infilled.



SU-074-004 Bridge 50, Soudley Bridge: Bridge 50 is a Grade II listed bridge which suffered impact damage from a combine harvester. **Redacted**

Redacted

SU-069-004-L Cutting 45, Woodseaves Cutting (offside) – Further landslip in the cutting, resulting in the movement of a large boulder. Our engineer has inspected and will continue to monitor. Navigation is restricted to 2.5m but is still safe to navigate. We are setting a trigger point with the Earth Structures team for further intervention. It may require a Priority Project to remove the boulder and stabilise the slip.



SW-057-006-02 Otherton Lock 36, Bottom Gates – Solid baulk timber mitre gates have bulged and become misaligned, due to rot in the timber where threaded tie bars were installed. Customer Operations were concerned that the gates could fail completely. The gates have been downgraded to Condition factor 5. Following an inspection by the Asset Engineer, the Customer Operations Reactive team was asked to jack the timber baulks back into alignment and to brace the gates with 8mm steel plates. The temporary repair was successful; however, this has not massively increased the life expectancy of the gates and they will need to be replaced within the next two years.



Redacted



3. FINANCE

3.1 Finance Overview

3.1.1 In month, I&P were £757k ahead of F3.

3.1.2 Project Delivery were ahead by £838k due to increased costs at Barrowford. **Redacted**

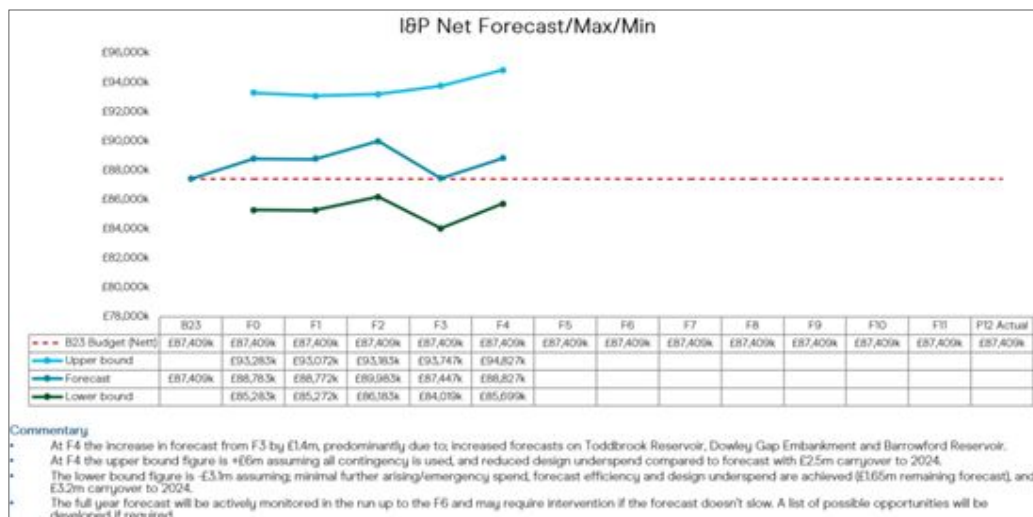
3.1.3 All other areas had minor variances.

3.1.4 The provision release increased by £7m at F3 following March 2023 provision review based on current estimates, the increase in month is for Toddbrook and Barrowford.

Income	Month			Year to Date			Full Year		
	Actual	F3	Variance	Actual	F3	Variance	B23	F3	Variance
Total Income	100	95	6	320	314	6	781	1,164	(383)
Operating Costs	Month			Year to Date			Full Year		
	Actual	F3	Variance	Actual	F3	Variance	B23	F3	Variance
Project Delivery	(5,107)	(4,269)	(838)	(16,327)	(15,489)	(837)	(51,996)	(55,202)	3,206
Direct Services	(1,495)	(1,571)	77	(6,066)	(6,142)	76	(25,148)	(25,040)	(108)
Asset Management	(691)	(717)	27	(2,493)	(2,520)	27	(8,609)	(8,732)	123
Bridge Strikes (CRISP)	(53)	(33)	(20)	(366)	(346)	(20)	(314)	(644)	330
Infrastructure and Programmes	(21)	(27)	7	(104)	(111)	7	(441)	2,824	(3,265)
External Project Delivery	(28)	7	(35)	(162)	(127)	(35)	(281)	(348)	68
Programme Management Office	(92)	(112)	20	(381)	(400)	20	(1,402)	(1,402)	(0)
Total Operating Costs	(7,485)	(6,722)	(763)	(25,899)	(25,136)	(764)	(88,189)	(88,543)	354
Total Contribution	(7,385)	(6,626)	(757)	(25,579)	(24,822)	(758)	(87,408)	(87,379)	(29)
Operating Costs Reconciliation	Month			Year to Date			Full Year		
	Actual	F3	Variance	Actual	F3	Variance	B23	F3	Variance
Operating Costs exc. Movements on Provisions	(7,485)	(6,722)	(763)	(25,899)	(25,136)	(764)	(88,189)	(88,543)	354
Movement on Other Infrastructure Provision	1	-	1	8	6	1	642	6	636
Movement on S10 Provision	1,383	882	501	2,730	2,229	501	6,366	10,502	(4,136)
Movement on Toddbrook Provision	1,520	1,186	335	3,431	3,096	335	6,265	10,021	(3,756)
Total Operating Costs	(4,580)	(4,654)	75	(19,731)	(19,805)	74	(74,916)	(68,015)	(6,901)

3.2 Programme Overview and Dashboards

3.2.1 We have introduced a min, max, best central estimate forecast of year end outturn. This is highlighting that we are running hot as we approach half-year and we are developing options to manage down any overspend.



4. PRIORITY PROJECTS PROGRAMME

4.1 We are continuing to strengthen how we track projects to enable earlier intervention as risks emerge around time, cost or quality. **Redacted**

4.2 We are tracking the rest of the programme in a similar fashion. Headlines are summarised below for the main items in the plan.

- Hazelhurst Bridge: All works on site complete.



- Crofton PS: Reinstatement of third-party land on-going. Pump commissioning on-going. Redacted
- Startopend Reservoir (MIOS date 31 Oct 23): Wave wall repairs complete. Sheet-pile cut-off driven, spillway removed, formation blinded. Redacted



- MB Aqueduct 7: Kier mobilised to site on 29 June. Ordinary Watercourse Consent and SUDS approved. Works are progressing well, but some flooding over temporary dam on 14 August resulted in a slight delay to works but should have little impact to overall project programme.
- Oxford Bridge 84: Due to start on site with Kier late August with a 10-week programme.
- Ponty Aq. Ledger Supports: Scope changed to only undertake 1 ledger replacement as trial with DS in B23.
- Redacted
- RARS Risk Reduction: On site GI works via Arcadis commenced, spec work by Binnies and Motts progressing; Redacted
- Albert Street Cutting: Contract price submitted significantly higher than business plan value; reviewing price, scope and specification with the team.
- Millwall Bridge MEICA: Site works due to recommence in August 2023.
- Winkwell Swingbridge MEICA: Works Package issued to AMCO for pricing.
- Knypersley Reservoir Spillway Repairs (MIOS dates 5 November 23 and 17 July 24): Arising project following S10, MIOS dates for inspection and works have been brought forward. First element of MIOS is the requirement for pump out to facilitate a structural survey of the culvert and a laser scan. Redacted
- P11647 Reservoir Surveillance: Contract price has been received for Phase 2.2; Redacted
- KA Pump Resilience, Claverton Pumping Station: Alternative, cheaper solutions (semi-temporary gantry arrangement) have been suggested by Kier but not preferred by Sponsor. Development of an appropriate solution on-going.

- OX Bridge 75: Principle of deferring delivery to B24 agreed with Project Sponsor. This will enable further consideration of land agreements, which could reduce the scope of strengthening works at the bridge. Change control request to be submitted imminently for formal approval.
- Lea Bridge Sluices MEICA: Delivery in contingency budget. Rack & pinion sluice gates now preferred option. Outline designs submitted by ACE/AMCO for review. Final designs to be approved end of August. Project delivery early B24.
- Olton Reservoir Spillway Works (MIOS date 17 Jul 24); D&B Draft WIP issued, final WIP to be issued by the 18 Aug 23. Currently targeting works completion three months prior to MIOS date.
- Culvert CCTV Inspection B23: 124 culvert packages sent for pricing, 72 have been priced and instructed, 52 expected end of August. 43 culverts were completed by the end of July for a total cost of c£70k. We had some delays in July due to rainfall, higher than expected silt, or land access problems, but the teams have been able to move on to other jobs quickly and kept the schedule moving.
- LL Culvert 80 & Douglas Embankment: This was being explored for delivery via the D&B trial but the project is reverting to a build only contract as a detailed design is sufficiently developed already.
- **Redacted**
- Culvert 63 Burscough (Emergency): Stoppage related works are now complete and the navigation was reopened on the 16 August.



- Winterburn reservoir: Contracts works were progressing well, with all the new masonry sections now installed. One of the control valves broke during routine activities (outside of the project scope) w/c 7 August which resulted in temporary pumps being required to provide compensation feeds. The repairs to this valve have been added to the project scope.
- Sparth Reservoir: Design delays are impacting on programme as the Works Package cannot be issued for pricing. Starting on site in October is now at risk; MIOS date March 2024 is not currently at risk but a delayed start does increase the Trust's risk.
- **Redacted**
- Weaver Sluices Booms: Part of the D&B trial. Contract discussions (commercial and risk reduction meetings) are underway.
- Anderton Boat Lift Repainting & Cylinder Replacement: Defects have been raised on the lifting arms installed over the winter. Contractual discussions are underway with Arcadis.
- Several arising schemes have been initiated in the North over the last three months which were not included in our resource plans. These are in addition to the 11 CRISP (bridge strike) jobs that have been added to the North programme since April 2023:
 - Combs Feeder Valves – complete
 - Thorlby Culvert Leak Emergency – complete
 - Culvert 63 Emergency – nearing completion
 - Combs Reservoir auxiliary spillway grouting
 - Reservoir Valve Repairs (6no. Sites)
 - Matalan Wall, Worksop

- Winterburn Reservoir valve emergency
- Aqueduct 10, Red Bull Aqueduct
- Embankment 3A, Rochdale Canal (from Direct Services programme)
- Lock 1, Leeds (added through Change Control for definition in 2023)

5. DIRECT SERVICES PROGRAMME

5.1 31 projects were completed in the month against a plan of 41. There have been 14 emergency or arising projects which DS have had to divert onto and deliver in the month. These have inevitably had an impact on planned outputs and forecast spend, with most being of lower external value than the planned works that were delayed or deferred. These include: Heathy Lock – K&A (WSW), Birstall Lock (EM), Kilby Lock (EM), Boston Lock (EM), Foxton Lock (EM), Lock 8 – Rochdale (NW), Lock 5 – Rochdale (NW), Cowling Bridge – LL (NW), Lock 25 – HNC (NW), Lock 5 – HNC (NW), Lock 2 – Rufford Branch (NW), Golcar Aqueduct – LL (YNE), School boundary wall – LL (YNE), Leeds Lock 1 – A&C (YNE).

Outputs	UoM	Year		% change
		Planned	Actual	
Bank Protection	m	2121	1463	-31.02
Towpath Improvements	m	870	741	-14.83
Gate Replacements. Number of locks.	No	0	0	0.00
Gates Replacements. Number of Leaves fitted.	No	1	1	0.00
Gate Repairs – to include relines and Cill/Quoin repairs and any works to conserve water	No	8	13	62.50
Other Leak Repairs – km length, Aqueducts, embankments	m	23	53	130.43
Boundary/Retaining Wall Repairs	m	65	218	0.00
Fencing	m	0	0	0.00
Access Improvements	No	6	7	16.67
Bridge Repairs	No	20	20	0.00
Other Asset Repairs (Culverts, Weirs, Aqueducts etc.)	No	19	19	0.00
Total number of notifications	No	63	67	6.35

5.2 Examples of work completed in the period include:

Kilby Lock Emergency Cill Failure Repair



Birstall Lock Emergency Balance Beam Repair



Brecon Weir Repair – Mon & Brec Canal



Redacted

PEOPLE UPDATE

Karen Seth, People Director

1 PURPOSE

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

2 KEY POINTS

- 2.1 We have recruited and appointed a People MI & Analytics manager starting in October. They will Support us in ensuring accurate analysis and interpretation of People based data, with a key focus on DEI data.
- 2.2 We have evaluated responses from the 10 shortlisted potential suppliers for our new People System and reduced the 10 potential suppliers down to 3. These are Ceridian, Oracle, and SAP.
- 2.3 The final part of the Trust's Pay Deal relating to the period October 2022 – April 2024 for 1.25% is applied with effect from 1st October for all colleagues in the collective bargaining agreement.
- 2.4 The Executive and Manager population (Middle Manager & Senior Manager bands) will retain an annual review date of 1st October. The Remuneration Committee will review proposals at the next meeting on 20th September for this.
- 2.5 **London Operative Apprenticeship Pilot** is currently being scoped out with the input of HRBP and Head of LSE. This is testing a different way of supporting our teams with apprentices whilst expanding the use of the levy.
- 2.6 **Head of Heritage and Collections** - Victoria Thomson joins the Trust in this role in early October 2023, from her current role as Head of National Strategy, with Historic England. 2023.

3 SUMMARY OF ACTIVITY

3.1 Change

- 3.2 We have recruited and appointed a People MI & Analytics manager starting in October. They will Support us in ensuring accurate analysis and interpretation of People based data. Produce data-driven, insightful reports to enable internal operational managers to make key business decisions – improve workforce planning, talent acquisition, employee retention amongst others. Support in the migration to a new people system including data cleansing, processing, maintaining and extracting data. Look after Reporting for Office of National Statistics and be the key contact between Information Governance Team and People Team (Information Asset Officer Role)
- 3.3 The HR Services team have moved sub teams and now sit under our People Change Manager. The team have merged with the change team well and are beginning to look at internal processes to see where they can be made more efficient and productive. Each process is being mapped to understand what the current process looks like and where improvements can be made. We are now fully recruited following a few months of having a HR administrator vacancy. We have published a set of SLAs so that our People can understand what level of service and response they should expect from our HR Services Dept.
- 3.4 **Redacted**
- 3.5 We have begun our B24 business planning process with the leadership team thinking about what our focuses will be and what activities need to take place in B24. We are working with our wider team to understand what we think is critical work and what can be delayed.

4 Recruitment

- 4.1 **Trustee Recruitment** - Final stage Trustee candidate meeting held with Trustee Chair David Orr on 17 August. Successful candidate, Chris Fellingham to now commence formal process to appoint – plans to communicate to council and formally appoint underway ahead of September 2023 council meeting.
- 4.2 **Head of Heritage and Collections** - Victoria Thomson joins the Trust in this role in early October 2023, from her current role as Head of National Strategy, with Historic England. 2023.
- 4.3 **Regional Advisory Board Chair (Northwest)** recruitment process and timeline being finalised following recent decision of current NW RAB Chair Nigel Wetherall to step down due to personal relocation.

- 4.4 **London recruitment** - London Operational team vacancy management progressing positively. Currently maintaining <9 active vacancies following continued recruitment team focus & effective partnering with L&SE hiring managers. Dedicated recruitment specialist focus, shorter advertising period & quicker move to interview stage appear to be assisting to fill quickly.

5 HR Business Partnering

- 5.1 **Service Levels** – new formal service levels established by Trust recruitment team communicated Trust wide. This should assist to support more effective process internally and enhance candidate experience.
- 5.2 **Redacted**
- 5.3 **Redacted**
- 5.4 **Redacted**

6 Redacted

7 Employee Relations

- 7.1 **Change** – We continue to support the HRBP's and coach and guide managers who are leading on the delivery change within Finance and the Investment and Commercial Directorate.
- 7.2 **Occupational Health Tender** – the contract had been put out to potential suppliers for Tender.
- 7.3 **Policies** – we have several policies under review and at different stages of development. We are working through the myriad of policies within the people policies section and employment provisions (circa 80). We are putting in place a Delivery Team to help support the workload in the review process. The policies are moving to standards, there are several different policies in play, the key ones are:
- 7.4 **Complete**
 - 7.4.1 Fertility – agreed by all parties. To be added to Navigate
 - 7.4.2 Baby Loss – agreed by all parties. To be added to Navigate
 - 7.4.3 Casuals – agreed by all parties. To be added to Navigate
- 7.5 **Redacted**
- 7.6 **Redacted**

8 Organisational Development

Inclusive Colleague Experience

8.1 Listening strategy

- 8.1.1 Colleague suggestions from the recent executive listening sessions are currently being worked through which individual executive members to identify if they can be implemented.
- 8.1.2 Work continues to prepare for this year's Trailer on Tour. This Trust-wide engagement activity will run throughout September. Colleagues and volunteers from across the Trust will be invited to take part in discussions on thinking, acting, and behaving like a charity, doing things differently and health, safety, and wellbeing.
- 8.1.3 We have made the decision to remove the October engagement survey from our listening plan for both paid and unpaid colleagues. This will enable us to give more considered time for leaders and Managers to act from the previous survey feedback. Our listening strategy going forward will be to survey both populations once per year as follows: colleagues in March, volunteers in November. The Exec listening sessions will continue to run periodically throughout the year.

8.2 Inclusion & diversity

- 8.2.1 Following the deep dive into inclusion and diversity at the July Board meeting, we have continued to finalise the Inclusion & Diversity Strategy, amending it slightly to reflect the Board discussion. We will also incorporate the outputs from the Inclusion & Diversity Audit when we have the final report (expected imminently).
- 8.2.2 We have launched another inclusion circle, for Mental Health, which held its first meeting on the 9 August. The circle aims to provide support and community to those with lived experience of mental ill health and will work closely with the mental health first aiders, signposting colleagues to the support available.

8.3 Onboarding

- 8.3.1 Corporate induction. We continue to receive positive feedback on our corporate induction event, 44 colleagues attended the event in July, and all confirmed they found the event valuable, a quote from one attendee – *I really enjoyed it – great day thank you! Makes me feel like I'm part of a great team!* Our next event will take place on 19th October.
- 8.3.2 Working at the Trust. This month to support our focus on getting the basics right and compliance and respond to colleague feedback we launched a new session to enhance our induction and onboarding process. The session

“Working at the Trust” will take new colleagues through policies and procedures to be aware of and the practical and essential working for the Trust. It is designed to complement the information new starters receive via other methods of the onboarding process.

8.4 Wellbeing

- 8.5 Our focus on creating capacity and culture for two-way wellbeing conversations at all levels for colleagues as begun. We have so far recruited 42 volunteers from our various colleague communities who will get involved in proactively promoting/leading activities that support our colleague’s health and wellbeing in local areas. This is initially to take place as a trial from October / November. These colleagues are supported by an A-Z of wellbeing activities, resources, and training. Further recruitment will take place over September.
- 8.6 People champion refresh – in July we relaunched our approach to people champions, specifically targeting the current cohort of 55. The new role will focus on
 - 8.6.1 Support developing the Trust’s culture, bringing our values to life, and promoting the value of working for the Trust.
 - 8.6.2 Support developing the employee experience through feeding back on and helping shape national activities.
 - 8.6.3 Support national engagement and communication activities.
 - 8.6.4 Help colleagues enjoy their time at work and be the catalyst for creating connections and getting people together.
 - 8.6.5 Current people champions have been asked to actively opt in by end August.

8.7 Building critical skills and competencies

- 8.8 **Early and future careers**, at end-July 2023, there are 60 colleagues on our future talent programmes (38 apprentices, 5 graduates and 17 upskills). 18 apprentices and 7 upskills are due to complete by end March 24.
- 8.9 **Succession Planning**, Of the 21 apprentices due to complete during B23, we have offered permanent contracts to 7 individuals with a further 2 offers expected to be made by September. There are a further 3 apprentices we would like to retain that we are currently exploring options for, this means we will likely be parting ways with up to 9 apprentices before year-end.
- 8.10 **Recruitment** for future talent roles is now complete bar one outstanding vacancy – M&E Apprentice in Newbury; this vacancy has proved difficult to attract interest which seems commonplace for this location. This has been noted for future reference so that we can encourage a targeted attraction

campaign should we recruit in this area again. Managers have been receiving briefings from the Future Talent team to give a detailed overview of the apprenticeship and support & guidance on a successful onboarding journey.

- 8.11 **Trainee Craft Operatives** are due to start as part of the September 2023 intake. This is an alternative to the bricklaying apprenticeship which we have struggled to fulfil over recent years. 3 individuals are joining via this route and their managers have been given a full training plan to support their internal development. We are going to closely monitor this programme to ensure it is meeting requirements.
- 8.12 **Levy update**, The Trust's current levy balance is £567K. Estimated payments to be made into the levy account over the next 12 months total c.£318k with only c.£226k spend currently planned. We will start expiring funds in June 2024 (between £12k - £21k per month) unless we invest in additional apprenticeships. Several diverse ways of utilising the levy to support colleague development have been presented which will utilise existing monies and halt funds expiring.
- 8.13 **Graduate Engineers Trust wide Immersion**, placements took place during July with colleagues spending time in Marketing, Finance, People, Environment and Operations. We have requested comprehensive feedback on these placements but from first glance, the experience seems to have been welcomed by all and a positive addition to their programme.
- 8.14 **London Operative Apprenticeship Pilot** is currently being scoped out with the input of HRBP and Head of LSE to explore the potential for recruiting Apprentices into the London & Southeast team when Operative vacancies arise through natural attrition. This is to address the high turnover within the region and to increase the period of retention for new colleagues, in roles which have a shorter period of service.

Getting the basics right

8.15 Compliance training

- 8.16 A summary of mandatory courses for all colleagues and our latest compliance statistics is shown below. These courses are cascaded, monitored, and tracked through our internal learning management system, Trust-ED.
- 8.17 **Monthly escalation of non-compliance**
 - 8.17.1 This process is working as planned and covers monthly escalation of training non-compliance to the Heads of when colleagues are overdue for 30+ days. We ask them to ensure that colleagues will complete that training in next 2 weeks, after which point, if still non-compliant, information will be passed to the Executive Board Members. We have noticed that the compliance figures have significantly improved since.

8.18 H&S Foundation / Basic Fire Water Save a Life mandatory course.

8.18.1 Cleansing has now been completed on the above mandated courses and the Trust is showing as 76% compliant. It has been agreed with the central H&S team that to close the gap the following steps will be taken:

- Non-compliant colleagues who have worked for the Trust for 6+ months will be asked to complete the refresher e-learning course.
- Non-compliant colleagues who work for the Trust for less than 6 months will complete an external live virtual course (cost of this training should be forecasted in this year's training budget)
- All the new joiners will be automatically enrolled to the newly built on Trust-ED 2 in 1 H&S Foundation / Basic Fire Water Save a Life course, which has been developed for the better visibility of the course completions and reporting.
- We will start the reporting on H&S Foundation / Basic Fire Water Save a Life mandatory course completions from the beginning of September (August reporting).

8.19 CAATS Competency Assessment and Training Scheme

8.19.1 We are ready to launch reviewed and updated scheme in September / October. All the training material as well as the related paperwork have been reviewed and updated. A new CAATS Standard has been created. We are planning to schedule refresher sessions for existing assessors in October. We are discussing setting Quality Assurance Observations of assessments with KNW our preferred operational training provider.

STRATEGY & IMPACT REPORT

Heather Clarke, Strategy, Engagement & Impact Director

1. Purpose & Overview

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

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

2. Redacted

2.1. Redacted

3. Brand & Marketing

Growing our Supporter Base

3.1. As of the end of August 2023, our total supporters were 1,509,737 a net deduped growth of over 24,646 since June 2023. Redacted. We are still on track to deliver against our target of 1.6 million supporters by March 2024.

Redacted

3.2. Redacted

KeepCanalsAlive Campaign

3.3. We have continued to promote our #KeepCanalsAlive campaign through our organic channels in response to the Government's funding announcement on 10 July 2023. Over 11,500 individuals have emailed their MP in response to the Government's funding announcement, applying a wave of public pressure to the campaign, and over 100 million opportunities to see the announcement have been generated through PR, celebrity support, email communications and Trust social media posts.

3.4. Redacted To date, large banners have been present at the Fund Britain's Waterways Boat Rally in Birmingham, Brownhills Canal Festival and Alvecote Historic Boat Gathering.

3.5. We are now working with the Director of Communications and External Relations to analyse the impact and results of this first phase and plan the next phase of this long-term campaign.



Plastics Challenge Campaign

- 3.6. In September, we launched a new iteration of our #PlacticsChallenge campaign. As well as helping raise awareness of the Trust and the challenges we have with litter, we will be trialing a new fundraising product as a core call to action: the Big Plastic Pickup.
- 3.7. We have produced a new hero video for our digital channels and will be using a proportion of the free digital billboard advertising space we were awarded with Ocean Media earlier this year with a poster campaign. Celebrity support will come from household names including Sarah Beeny (Property Ladder) and Neil Jones (Strictly Come Dancing) who will lend their voice to the campaign via social channels and short films.
- 3.8. **Redacted**



Sarah Beeny (Property Ladder)



Fundraising Ask



Neil Jones (Strictly Come Dancing)

Duty of Care Campaigns

Share the Space

- 3.9. As part of the refreshed Towpaths for Everyone policy, our revised Towpath Code was publicly launched on 10 July across social channels and our website. An explanatory film was promoted alongside towpath stencils for regions to use in the high footfall areas. A press release announcing the new Towpath Code has seen coverage in The Telegraph.

Water Safety

- 3.10. Throughout July and August Trust social media channels promoted the importance of summer water safety with communications activity across 17-30 July to coincide with the start of the school holiday and incorporate World Drowning Prevention Day on 25 July 2023.

Ambassadors and celebrities

- 3.11. In preparation for the Plastics Challenge campaign launch, photo and film shoots took place with TV presenter, Sarah Beeny and family (550K+ followers across Instagram and X), as well as Strictly Come Dancing dancer, Neil Jones (245K followers on Instagram). Neil is renovating a canal boat on the Grand Union and is an exciting addition to our supporter family, with wide appeal across age groups which drew huge public attention at the shoot. Meanwhile, Trust Ambassador, Ranvir Singh provided a great interview for the next edition of Waterfront.

Redacted

- 3.12. **Redacted**

Brand activation and events

Redacted

- 3.13. **Redacted**

Redacted

- 3.14. **Redacted**

Brand activation

- 3.15. A new interpretation panel has been produced for our hydro scheme at Dutton Sluice and a suite of banners produced to support the development work at Pontcysyllte Aqueduct, aligned with UK Government design guidelines for Levelling Up funded projects.

Brand & Content

Redacted

- 3.16. **Redacted**

Redacted

Marcomms planning and calendar

- 3.17. We have established a cross-directorate Marcomms SteerCo to help improve the development, coordination and delivery of our annual strategic comms plan linked to delivery of our core KPIs, which include a new annual comms planner, The Blueprint. Our Tone of Voice guidelines have also been updated to include learnings from recent focus groups.

Welsh Language

- 3.18. We presented at the recent Bwrdd Meeting at Pontcysyllte, giving a comprehensive update on the bilingual work delivered year to date and the plans to continue to make positive steps towards fulfilling our Welsh Language commitments.

Website

- 3.19. **Redacted**

4. Strategic Partnerships & Funded Programmes

Arts & Wellbeing

- 4.1. We partnered with Green Hustle to deliver the Green Hustle Festival on the Beeston Canal in Nottingham. Over six days of the HERD (a musical and sculptural festival) the Trust partnered with leading arts organisation Artichoke to deliver activities and street art in Kirklees.

Arts Council England funded programme - Hinterlands 3

- 4.2. A community event was held on 24 August on the Lee Navigation in London Enfield as part of our Hinterlands Arts Programme. Over 400 people attended throughout the day, bringing together a diverse range of people from across Enfield. We received great feedback and have many learnings to take forward.



Health & Sports

Sport England: System Partner & Funded Programme Delivery

- 4.3. Under this funded programme, proposals are being developed, for example, the enhancement of an existing pontoon to improve access for all in Gloucester, and a project to improve swim ability and water confidence of women between the ages of 30-65 from African/African-Caribbean backgrounds to enable them to participate in the Trust's wellbeing activities in Nottingham with a longer-term aim of becoming community champions for their local canal.
- 4.4. Through an existing partnership with the Centre of Economics for Obesity at Birmingham University, a PhD student is conducting research and working with the Sport England and the Trust to 'develop a prioritisation tool for investment across canal programmes'.

'Beat the Street' Games in Partnership with Intelligent Health

- 4.5. The proportion of adults and children reporting they had walked, run, scooted, or cycled on a towpath alongside the canal or river increased by 13%, from 70% to 83% by the end of the six-week game held in Bootle. In Dudley, at six months post-game 79% of adults and 82% of children had continued to be active after Beat the Street ended. There was also a decrease in car use and improved mental wellbeing.

Ministry of Justice (MOJ) National Probation Programme Delivery & Evaluation

- 4.6. The national programme of community payback activity on the Trust's waterways undertaken by People on Probation, has continued to be successfully rolled out across the network. **Redacted**
- 4.7. Work has also expanded into new areas such as Worcester, Coventry, Liverpool and Manchester with more being explored as relationships between Probation and Operations Managers grow, and there are now more than 25 areas of MOJ activity on the waterways making improvements and undertaking budget relieving work. The Trust has also been highlighted in the MOJ's 50-year

celebrations of Community Payback through events in Blackburn and Birmingham, with more potentially planned.

5. Participatory Development

Nature Connectedness

- 5.1. We continue to be an active member of the Nature Connectedness Network and have joined a subgroup focusing on the intersection of nature connectedness and the health and wellbeing agendas. Other members of the health subgroup include: RSPB, Intelligent Health, Wildfowl & Wetlands Trust (WWT), Natural England and Forestry England as well as a number of academic institutions and local organisations.
- 5.2. We have met with the Field Studies Council (FSC) to explore a potential partnership and opportunities for joint funding. FSC has run a successful project with Trees for Cities, delivering environmental training, volunteer recruitment and public engagement.
- 5.3. Following on from the success of the Waterways, Wildlife and Wellbeing Programme, we are in discussions with key partner, Council for Learning Outside the Classroom (CLOT) to explore future funding that would enable us to scale up the learning and engagement elements of the programme.

6. Insight & Evidence

Impact Report

- 6.1. Work is underway on the production of the Trust's first Impact Report giving the opportunity to showcase the breadth of impacts and outcomes being generated by waterways; the activities and interventions made by the Trust, or in partnership with others; as well as other organisations using our waterways as a platform for community outreach. Case studies have been selected to demonstrate the breadth and nature of our work and the positive impact on individuals, communities and places as well as showcasing our partnerships with People's Postcode Lottery, key Government departments and their sponsored bodies. Expected to be published in early 2024.

Bin removal evaluation update

- 6.2. **Redacted**
- 6.3. **Redacted**

Water safety insights

- 6.4. The development of a story book aimed at pre-school age children commenced in Spring 2023. To ensure the best likelihood of effectiveness at changing behaviour, multiple focus groups have been conducted with parents of pre-school children, including a father's only focus group at different stages. The book is currently being finalised and will be published by Muddy Publishing and disseminated to libraries, nurseries and other distribution settings.

Talking diaries evaluation of volunteers

- 6.5. The photogrammetry project, led by the Trust's Collections team, involves colleague and volunteer training in a sophisticated software which will produce 3D visualisations of objects in the Trust's collection. These visualisations can be shared digitally and will be used to raise awareness of the Trust's collection and waterways heritage. We have devised a talking diaries evaluation of the volunteers undergoing the training to learn about their experience and inform future volunteer recruitment.

Integrated CRM Implementation Project (Phase 2)

- 6.6. CRM Phase 2 Implementation Project is due to be completed by the end of September, however, a couple of the modules are likely to be slightly delayed and completed in October due to resources being focused upon the revamp of our website.

7. Heritage & Collections

New Head of Heritage & Collections

- 7.1. Dr Victoria Thomson will be joining the Trust (from Historic England) as our new Head of Heritage & Collections on 3 October 2023. **Redacted**

Redacted

- 7.2. A review of the Trust's existing Heritage Mandatory Standard is being led by Dr Nigel Barker-Mills, Chair of the CHAG, supported by Dr Nigel Crowe (Council and CHAG member), to ensure it is aligned with our approved new Heritage Policy. Further documents will be developed to ensure consistency in our approach to a range of technical issues in the management of our historic fabric.

- 7.3. **Redacted**

Redacted

- 7.4. **Redacted**

Protecting the Collection

- 7.5. In light of the recent media coverage on the theft of artifacts from the British Museum, this section provides a short update on our policies, procedures and projects related to our own Collection. The National Collections Team continue to review our management processes, balancing public access to the Collection, with potential for loss or damage to the Collection. The National Collections Team currently follows the approved Museum Association processes for collection care, and the industry standard code of ethics which is administered by the Museum Association Ethics Committee.

- 7.6. **Redacted**

- 7.7. **Redacted**

- 7.8. **Redacted**

- 7.9. **Redacted**

- 7.10. **Redacted**

8. Environment & Climate Action

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

- 8.1. The project to establish our Ecological Footprint (Biodiversity Baseline) is progressing well and remains on track to deliver an ecological baseline in readiness for the introduction of Biodiversity Net Gain into the planning system in November 2023.
- 8.2. Ground truthing surveys have been conducted extensively throughout the summer and are now largely complete. The spatial and statistical modelling data is currently being checked and processed. As per the project plan, we have engaged a specialist BNG spatial information company who is designing the data repository that interfaces with the Trust's GIS system.

- 8.3. We have been in discussions with the Environment Agency who are managing the River Condition Score for canal/ river credits. We concluded work with Cartographer and Queen Mary Westfield (University of London) to update the river condition assessment tool (MoRPH) to better reflect canals.
Redacted
- 8.4. The Government continues to publish further guidance on BNG and has recently published its statutory prices for various BNG credits. The credits are a 'backstop' i.e., they apply where a developer has failed to deliver BNG on site or has failed to secure credits on the open market. Indicative prices for river/ canal credits were higher than anticipated (reflecting the challenges with achieving BNG in waterways). Hedgerow credits were also more than originally anticipated.
- 8.5. We are continuing to develop the Trust's business case for BNG. We have developed an internal costing calculator and the environment team is in discussion with estates and other parts of the Trust to identify suitable parcels of land to trial BNG.

Climate change adaptation reporting power: plans for the fourth round

- 8.6. Following our positive response to the Climate Change Adaptation 4th round reporting, we have attended two workshops, hosted by the Committee for Climate Change, looking at the key climate change issues for the sector. Whilst the focus has been predominantly on water usage by households, we have fed back on key issues affecting availability of water for nature and the issues that a changing climate brings for water infrastructure.

Sites of Special Scientific Interest (SSSIs)

- 8.7. We are undertaking a review of all data held and used by Natural England and the Trust. Working with the Major Landowners Group hosted by Natural England, we will work to update our GIS datasets and include updated 'pressures' data, before these are uploaded to CMSi (Natural England's SSSI database). This will streamline reporting, make site management more efficient and assist with securing funding for SSSI improvements.

Westminster Insights Conference on Environmental Improvement Plan 2023

- 8.8. The Trust has been invited to present our waterways as a case study at the Westminster Insights conference on Friday 3 November. Heather Clarke and Eoin Harris will present and attend the event.

9. Redacted

Redacted

9.1. Redacted

9.2. Redacted

Redacted

9.3. Redacted

10. Planning, Placemaking & Design

Towpath Code

- 10.1. The revised Towpath Code was launched on 10 July, it is a simple, easy to understand guide for how to share towpaths thoughtfully and considerately; promoting the principles of 'Share the space,

Drop your pace, It's a special place'. The main amendment to the previous code has been to provide greater clarity on the use of E- Scooters and E- Bikes on our towpaths.



10.2. Redacted

Towpath for Everyone Policy Statement & Guidance Document

10.3. Following a request from Council Members at the March 2023 Council Meeting, we convened a working group of Council representatives reflecting the key towpath user groups and the Chair of the Navigation Advisory Group to review three key areas of concern linked to: accessibility and barriers; courtesy and anti-social behaviour; and engagement and information. The working group has undertaken a final review of the Towpaths for Everyone Policy Statement and will continue to consider how the policy is implemented, with a site visit planned to review recent towpath works.

10.4. Redacted

Redacted

10.5. Redacted

Redacted

10.6. Redacted

Statutory Consultee for Planning Applications

10.7. We responded to 733 planning application consultations in England & Wales in the period 1 April 2023 to 31 July 2023, with 98% compliance (response within 21 days or agreed extension) in England, and 100% in Wales.

Plan-making reforms: consultation

10.8. The Department for Levelling-Up, Housing and Communities (DLUHC) is consulting on proposals to make local plans simpler, faster to prepare and more accessible. As part of the wider changes being consulted on, it is proposed that the Trust become a prescribed public body (i.e. a statutory consultee) for local plan preparation where relevant. Redacted We will be responding to the consultation which closes on 18 October 2023.

Freight and logistics and the planning system: call for evidence

- 10.9. The Department for Levelling-Up, Housing and Communities (DLUHC) is undertaking a call for evidence to better understand the issues involved in planning infrastructure to best support the freight and logistics sector, and where the planning system can appropriately support this.
- 10.10. A Department of Transport update of the Clean Maritime Plan is also expected to be published in the autumn which it is anticipated will include decarbonisation targets for the domestic maritime sector including inland marine and details of the longer-term interventions required to achieve full decarbonisation.

10.11. Redacted

Consultation on operational reforms to the Nationally Significant Infrastructure Project (NSIP) consenting process

10.12. The Department for Levelling-Up, Housing and Communities (DLUHC) is seeking views on the details of operational reforms which the government is looking to make to the NSIP consenting process.

10.13. Redacted

10.14. Redacted

Reservoirs & Planning

10.15. Further to the last Board Report, the planning application for the new, permanent access track to March Haigh Reservoir was approved by Kirklees Council's planning committee on 3 August 2023, subject to a s106 agreement involving habitat compensation measures and subject to referral to the Secretary of State (SoS) for Environment, Food and Rural Affairs. The Council referred the application to the SoS, who responded agreeing with the Council's decision and thereby enabling the Council to proceed. Redacted

Sharpness

10.16. Our planning application for major mixed-use development at Sharpness will be considered by the Stroud District Council Planning Committee on 12 September 2023. Officers from the Council have recommended the application for approval. Redacted

Redacted

Redacted

10.17. Redacted

Redacted

10.18. Redacted

10.19. Redacted

Redacted

10.20. Redacted

10.21. Redacted

10.22. Redacted

Redacted

10.23. Redacted

Heather Clarke, Strategy & Impact Director, September 2023

FUNDRAISING DIRECTORATE REPORT

Maggie Gardner, Fundraising Director

1. Purpose & Overview

- 1.1. The purpose of this report is to provide the Board of Trustees with an update on key activities between June & July:
- Overall
 - Trusts, Foundations & PPL
 - Friends & Face to Face Fundraising
 - Appeals, In-memory & Digital Fundraising
 - Community Fundraising
 - Legacies
 - Supporter Care & Stewardship
 - Major Donors
 - Corporates

2. Overall

Maggie concluded her review of fundraising and a detailed report was presented to Richard. In essence this highlights the need for a more robust and organisational approach to fundraising with the development of new systems and ways of working both within the team and across the wider organisation to support.

The team also began work on scenarios for fundraising growth to support the development of the strategy. This initial work was presented to the Exec and will be further developed over coming months,

- 2.1. Our new Head of Philanthropy and Partnerships, Lydia Burns, joined the team at the end of July. One of Lydia's first tasks will be to recruit to fill the numerous vacancies in the P&P Team.
- 2.2. The Anderton Boat Lift continues to be an area of focus for Fundraising. Eleanor Mason, an experienced high value fundraiser, has been appointed as the new Major Donor Manager for the Anderton project, and started at the Trust on 1st September. Eleanor is directly embedded in the Anderton project team and has a matrix reporting arrangement into the Head of Philanthropy and Partnerships. The Anderton project will be the theme of the winter direct marketing appeal and we are exploring potential prospects for the project across all Fundraising income streams.
- 2.3. The Individual Giving and Legacies team ended August ahead B23 for gross income year to date (positive variance of £49k) & further ahead on net income (positive variance of £326k) with continued underspend on vacancies & correlating non-payroll costs for works not achieved, which is a medium/long-term risk in terms of advancing the overall strategy.
- 2.4. An internal audit of fundraising compliance is currently underway.

3. Trusts, Foundations and PPL

- 3.1. Bids worth over £1m were submitted to the Species Recovery Fund – As reported previously this reflects Maggie’s refocus on bigger opportunities and although unsuccessful, they provided an example of the Trusts ability to deliver centrally proposals at scale.

An evaluation has been completed with learning taken for upcoming opportunities. This in particular points to the requirement for more advanced planning for projects and the need to continuously build and strengthen both our perceived expertise in these areas of work (we are great people just don’t necessarily know about it) and our relationships with donors.

- 3.2. Given the already known difficulties with program/proposal development the Fundraising Team hosted two full day cross organisational workshops the first on our work around the environment and biodiversity and the second focused on wellbeing and the work of the Operations team more broadly.
- 3.3. Further to the above the team has reacted quickly to an opportunity with the National Lottery Community Fund and through the seconded roles from Enterprise have pulled together a high value, coordinated bid with the Regional teams & colleagues in Strategy, Engagement and Impact. This has been another learning experience for the team and a reflection of the growing coordination across the organization on fundraising.

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

- 4.1. At the end of August we had 26,700 regular givers. This represents a net improvement on the closing position for Q1 (26,274) but remains under the cumulative target for B23. The F3 forecast includes mitigations and adjustments for the remainder of the year to recognise the current position and infrastructure of the team.
- 4.2. Signups for June to August improved on the first two months and significantly more compared to the same period last year (1,362 vs 785) but remained under the B23 target for the period by 552 with the majority of the variance coming from the Face-to-Face team targets. This primarily relates to our ongoing struggles to recruit fundraisers (an issue which is sector wide). Our acquisition of Friends through online channels continues to track ahead of target year to date (+103 signups ahead of target) This was boosted in July following the response emails sent to various supporter audiences helping acquire 48 new friends.
- 4.3. A review of the agency & staff recruitment tactics has been undertaken with our recruiting partner and anecdotal improvements in the quality of the candidates has been seen with placements at Caen Hill, Trevor Basin & other key locations. We have also maintained a higher headcount than in any previous quarter. However further work is required to improve the point of attraction and retention of face to face team members.
- 4.4. Redacted
- 4.5. Redacted
- 4.6. Redacted
- 4.7. We continue to provide engagement, training, and coaching support across the regions with over 20 online and in-person group sessions delivered this financial year. As previously mentioned, following the stakeholder feedback on the available devices, new technology partners have been approved

for controlled testing of alternative solutions with delivery due in the third quarter. There continues to be mixed engagement with the concept of acquiring donations across the regional teams. Examples such as the East Midlands team fully developing their local plan for using all the solutions provided through to other regions where there has been resistance & confusion to having fundraisers support on visitor based sites.

5. Single Donations: Appeals, In-Memory & Digital Fundraising

5.1. **Redacted**

5.2. Our relaunch of the In-memory dedication products is now underway following approval by the Executive & Regional Directors. There is an initial soft re-launch of the available offers in this quarter to 100 supporters who have previously enquired and engaged with this review. This will provide us with an initial test base and time to resolve any underlying operational requirements remaining before a more public relaunch on digital and physical channels in quarter four. The targets in the F3 reforecast for In-Memory fundraising have been increased on the B23 plan.

5.3. The Summer Appeal, focused on invasive species, has now been delivered and is due for evaluation end of September. This was supported by an exclusive Webinar for Friends, hosted by Charles Hughes the West Midlands Environmental Scientist, which was very well received & our colleagues in the boating team re-sharing and amplifying the messages to their audience. Early data shows no significant leaps in response rates to previous appeals (1.6% from Friends) although average gifts are currently tracking higher (£39 vs £28). We are now beginning planning for Winter with an intention to support the Anderton Boat Lift capital project.

5.4. As previously mentioned, due to launch in September is The Big Plastic Pickup. This is a coordinated campaign with the Marketing team and in association with the wider Plastics Challenge programme of work. It represents a digital campaign test recommended by THINK consulting as a complimentary evolution of the current programme of work that will hopefully amplify the core calls to action but with the added value of a donation ask.



6. Community Fundraising

- 6.1. Through the end of July this income stream continues to be under target as we have now re-prioritised remaining resource to focus on other workstreams until the conclusion of the strategic review and B24 Business planning.
- 6.2. We have over 30 challenge event fundraisers that we are stewarding across a range of third-party events across the country and have recently concluded Canalathon with similar results to last year where initial signup numbers were relatively high (800+) but active fundraising and participation was much lower (circa 150) with the end result being another £12k in gross income. One highlight was Goldman Sachs office in Birmingham that raised just over £4k as a team of employees.

7. Legacies

- 7.1. Redacted
- 7.2. Redacted
- 7.3. Redacted
- 7.4. Our next priority is the stewardship event due to take place at Ellesmere Port on the 12th September. This will be for Legacy Pledgers, 10-year Friends and active mid-level or major donors.
- 7.5. We have also now finalised our plans for promotion during the upcoming Remember a Charity Week national partnership in September with the more public launch of our previously mentioned digital offerings.

8. Supporter Care & Stewardship

- 8.1. Between June - August the team have dealt with over 650 cases with one complaint/ direct debit cancellation received and responded to relating to personal issue with investment on local towpaths as a cycle user.
- 8.2. The summer stewardship webinar for Friends was very positively received on the topic of invasive species and was another demonstration of the positive impact of funding our work. We have provisionally agreed to work on future stewardship webinar series in collaboration with our colleagues in Boating and Customer Services as we see shared goals and overlap opportunities in this format.



- 8.3. The Supporter Care team have led on the final preparations for the internal Fundraising Audit due in September with several actions including the updating and publishing of the Directorates Navigate pages on which we have built a fundraising compliance hub to support not just immediate colleagues but trust wide colleagues engaged in fundraising activities.
- 8.4. The latest issue of Waterfront Magazine will be published in late October with work also beginning on Donor Appreciation Week (internal name). Following on from last January's test initiative we will be looking to build and expand this to support donor retention and satisfaction.

9. Major Donors

- 9.1. There has been one donation at mid-value level of £10k between June and August.
- 9.2. A meeting with senior volunteer Nigel Weatherill is being arranged at the Anderton Boat lift in October. The purpose of this meeting is to develop a plan for the re-engagement of a group of high-net-worth individuals who the Trust has previously hosted at the Boat Lift. The development of a high value prospect pipeline for the Anderton Boat Lift project will be a priority for the new Major Donor Manager, with support from the Head of Philanthropy and Partnerships.
- 9.3. Existing known donors in other regions who have donated in the last year are all on interim stewardship plans with the new Head of Philanthropy and Partnerships review anticipated.

10. Corporates

- 10.1. £120k has been achieved year to date. This is primarily by regional teams against an overall year to date target of £323k for corporate partnerships.

Fundraising Director, September 2023