



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 on Thursday 24 September 2020 at 10am to 1pm via Zoom

Present:

Allan Leighton, Chair
Dame Jenny Abramsky, Deputy Chair
Nigel Annett CBE
Ben Gordon
Janet Hogben
Sir Chris Kelly
Jennie Price CBE
Tim Reeve
Sarah Whitney
Sue Wilkinson – from minute 20/069 onwards

In attendance:

Richard Parry, Chief Executive
Julie Sharman, Chief Operating Officer
Stuart Mills, Chief Investment Officer
Simon Bamford, Asset Improvement Director
Heather Clarke, Strategy, Engagement and Impact Director
Steve Dainty, Finance Director
Mike Gooddie, People Director
Tom Deards, Head of Legal & Governance Services and Company Secretary
Gemma Towns, Corporate Governance Manager (minute-taker)

20/060 WELCOME & APOLOGIES

The Chair welcomed all attendees to the meeting.

The Chair confirmed that notice of the meeting had been given to all Trustees and that a quorum was present.

20/061 DECLARATION OF INTERESTS (TRUST 499)

The Board noted the Register of Interests set out in the report (**Trust 499**).

The Trustees present confirmed they did not have any interests in the matters on the agenda.

20/062 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the Board of Trustees meeting held on 16 July 2020 and the **email meeting held on 24 August 2020** were approved as a true and accurate record.

The **matters arising report** was noted by the Board. All actions were in progress or appeared on the agenda.

20/063 HEALTH & SAFETY REPORT (TRUST 500)

JS presented her report (**Trust 500**) which provided the Board with a review of Health and Safety for the period July to August 2020.

The following aspects of the report were highlighted and discussed:

- JS informed the Board that three Riddor events had been identified in the report, and another Riddor had been recorded after the report had been submitted. The fourth Riddor event concerned a colleague who had slipped whilst undertaking planned preventative maintenance and had slipped on an embankment (and had not reported the incident until after a period of sickness absence). Whilst it was concerning that four Riddor events had occurred in two months, JS advised that interventions to follow up on the causes were occurring more quickly and a further push on safety messages will be made shortly. (JS confirmed that she would adjust the reporting timescale of her report to align to KPIs in future to produce clearer, more accurate and comparative data);
- There had been an increase in the number of infrastructure related injuries. All incidents had been reviewed and closed which provided some assurance around process;
- Ports and harbours had been included in the report to provide visibility of such activities to the Board;
- Reported Covid-19 incidents were now appearing as positive interventions, demonstrating that teams were aware of the risks and dealing with them appropriately; and
- The annual safety conference would be held virtually in December 2020. JS extended the invite to the conference to Trustees.

In response to particular questions from the Board on the events at Sharpness Port, JS advised that the breakwaters and piers were under constant repair at the site due to the nature of the assets, but they did not compromise navigation. Future works would be required at Sharpness and opportunities for government funding would be explored. RP confirmed that this did not affect the canal network or the transfer of water to Bristol.

The Board received the Health and Safety Report.

20/064 ANNUAL REPORT AND ACCOUNTS (TRUST 501)

SD provided a brief overview to the Board of his report (**Trust 501**). SD informed the Board that the Audit & Risk Committee had met earlier that morning and considered the annual report and accounts.

The Chair asked CK for the view of the Audit & Risk Committee. CK confirmed that the Committee had no hesitation in recommending the accounts to the Board and thanked the Finance Team, BDO and Robert Milburn, the co-opted member of Audit & Risk Committee, for their hard work over the last few challenging months. CK advised that the accounts were unqualified but with an emphasis of matter, relating to the difficulty of valuing investments in the Covid-19 environment (the same was true of the accounts for Canal & River Pension Investments Limited Partnership). CK confirmed that the Committee had reviewed the going concern assessment and was satisfied that the Trust was able to demonstrate it was a going concern. CK advised that the Committee had been content with the letter of representation.

The Board considered the annual accounts for the year ended 31 March 2020. The Board was satisfied that the Company's annual accounts gave a true and fair view of the assets, liabilities, financial position and profit and loss of the Company. It was confirmed that the annual accounts had been prepared in accordance with the requirements of the Companies Act 2006 and the UK General Accepted Accounting Practice (United Kingdom Accounting Standards and applicable laws, including FRS 102).

The Board considered the letter of representation which included written representations by the Board that it had fulfilled its responsibility for preparation of the financial statements in accordance with the Companies Act 2006 and UK General Accepted Accounting Practice. The Board, to the best of its knowledge and belief and on the basis of having made such enquiries as the Board considered necessary, was satisfied that it had provided BDO with all relevant information and access as agreed in the audit engagement letter and that all transactions had been recorded and were reflected in the financial statements.

SD outlined the process for electronic signatures of the accounts, as signing in person was not possible due to Covid-19.

The Board resolved that:

- (a) The annual accounts for the financial year ending 31 March 2020 be approved;
- (b) The Chair be authorised to sign the annual accounts on behalf of the Board;
- (c) The governance team be authorised to file a signed copy of the accounts at Companies House and with the Charity Commission;
- (d) The letter of representation be approved; and
- (e) The Chair be authorised to sign the letter of representation on behalf of the Board.

RP confirmed that the annual report would now be published shortly. He suggested to the Board that the Annual Public Meeting could be held on 28 October 2020. The Board had no objections to this date.

20/065 LONG-TERM FINANCIAL MODEL (TRUST 502)

SD presented his paper (Trust 502) and delivered a presentation summarising the long-term financial model.

The Board received the paper.

20/066 COVID-19 'RE-IMAGINING' PROGRAMME UPDATE (TRUST 503)

RP presented his report (Trust 503) providing the Board with an update on the progress of the Trust's re-imagining programme.

The Board received the update.

20/067 RESERVOIRS & HIGH RISK ASSETS (TRUST 504)

The Board received the reservoirs and high risk asset report (Trust 504).

20/068 BOAT LICENCE FEES – 2021 PROPOSAL (TRUST 505)

RP introduced his paper (Trust 505) and provided an outline of the proposals and the rationale.

20/069 GOVERNMENT GRANT REVIEW (TRUST 506)

The Board considered and received the report on the government grant review (Trust 506).

20/070 GOVERNANCE REPORT (TRUST 507)

TD's report (Trust 507) was taken as read. The Board:

- (a) Approved the Infrastructure Committee Terms of Reference;
- (b) Noted the appointment of Diane Seymour-Williams as a co-opted member of the Investment Committee; and
- (c) Noted the update in respect of the Regional Advisory Boards.

20/071 FORWARD PLAN (TRUST 508)

The Board received the Forward Plan (Trust 508).

20/072 CHIEF EXECUTIVE'S REPORT (TRUST 509)

The Chief Executive's Report (Trust 509 and Appendices 1, 2, 3, 4, 5, 6 and 7) was taken as read and the Chair invited the Executive Team to summarise any key issues from their paper.

- (a) **Appendix 3, Operations:** JS highlighted that green flag judging of existing and new sites had been ongoing across the regions;
- (b) **Appendix 4, Asset Improvement:** SB advised that it had proven difficult to recruit engineers in the design development and asset areas, but recent recruitment showed some encouraging improvement. SB also highlighted that one fish pass on the River Severn had been completed, with the remaining three making good progress;
- (c) **Appendix 6, Strategy, Engagement and Impact:** HC confirmed that the Trust was in discussion with the government to ensure it retained its statutory consultee status in the planning process. The Trust had seen a growth in supporter numbers. The Trust had experienced difficulties in recruiting to the post of Head of Individual Giving, but indications suggested suitable candidates were coming forward due to market conditions. HC thanked SW for participating in the interview panel.

The Board received the report and appendices.

20/073 FINANCE DIRECTOR'S REPORT (TRUST 510)

The Finance Director's Report (**Trust 510**) was taken as read.

The Board received the Finance Director's report.

20/074 MINUTES FROM COMMITTEES

The Board noted the **minutes** of the following meetings:

- (a) Minutes of Investment Committee, 30 July 2020, 20 August 2020 and 09 September 2020;
- (b) Report from the Remuneration Committee meeting, 11 August 2020;
- (c) Minutes of Infrastructure Committee, 02 September 2020; and,
- (d) Minutes of Joint Council & Trustees Appointments Committee, 08 September 2020.

20/075 ANY OTHER BUSINESS

- (a) **Future meetings:** It was noted that due to government Covid-19 advice, the November meeting was likely to be held virtually.

There being no matters of further business, the Chair closed the meeting at 12:30pm.

The Trustees held a private meeting with RP and then a Trustee-only private meeting.

Next meeting: 19 November 2020



HEALTH & SAFETY REPORT

Author: Julie Sharman, Chief Operating Officer

1. PURPOSE

- 1.1. This paper provides a review of Health and Safety for the period July and August 2020 unless stated otherwise. The report covers Visitors, Colleagues, Volunteers and Contractors. Future H&S reports will be aligned with the corporate KPIs, e.g for the November trustees meeting reporting will be to the end of September.

2. SAFETY STATISTICS – JULY AND AUGUST 2020

- 2.1. The Trust's overall rolling 12-month RIDDOR accident frequency rate (AFR) at the end of August 2020 is 0.21, compared to 0.16 at the end of June.
- 2.2. We had 3 RIDDOR's in the period, see section (5.1.1 for details), and 1 maritime issue has been reported to MAIB (see 5.1.2)
- 2.3. The target AFR for B20 is 0.15; the B19 outturn AFR was 0.22

TRUST People*	August 20 AFR	Target B20
Colleagues	0.16	
Volunteers	0.41	
Contractors	0.24	
Trust Overall	0.21***	0.15

RIDDOR INCIDENTS (YTD)	July 2020	August 2020	Current B20 YTD	Prior year B19 YTD
Colleagues	0	1	1	3
Volunteers	1	0	1	0
Contractors	0	1	1	0
Totals	1	2	3	3

Fatalities	July 2020	August 2020	Current B20 YTD	Prior year B19 YTD
Canal	2	3	14	
River	1	0	1	
Dock Marina or Towpath	0	0	2	
Totals	3	3	17**	21*

*The figure for 19/20, is inclusive of updates from ROSPA drowning database.

**Includes 5 additional ROSPA reports which relate to earlier incident dates.

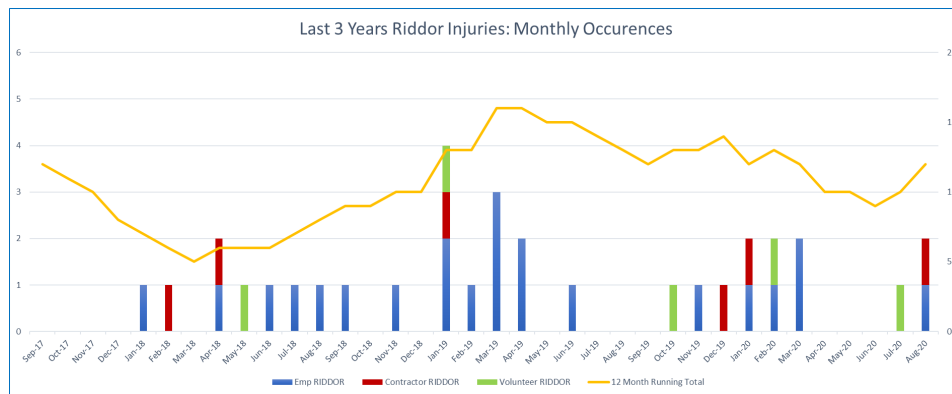
*** AFR not adjusted with respect to reduced working/volunteering hours due to Covid.

3. COVID-19 RESPONSE

- 3.1. During July and August, 2 Trust colleagues have positively tested for Covid19. They identified themselves via our test and trace recording protocol and contacts were identified with appropriate actions taken. The colleagues returned after a period of isolation with limited impact on their personal health.
- 3.2. On 6th July updates were made to the Trust principles and Protocols, to ensure they stay aligned with the latest government guidance. These updates have been summarised in one document and added to the Covid-19 gateway page.
- 3.3. On 17 July further updates were added to the [Covid-19 Risk Assessment materials](#) including the addition an 'events' section in the public spaces protocol, and also the creation of a new Museums & Attractions protocol. Test and trace details were communicated Trust wide. Guidelines relating to holding meetings and gatherings responsibly were also communicated Trust wide.
- 3.4. On 5th August details were communicated of the Government's updated list of when face coverings are mandatory (as of 8th August). This includes museums and indoor tourist and heritage sites. The Museums and attractions protocol was updated accordingly.
- 3.5. The programme of specific toolbox talks has continued, with over 1000 people having received these. Deadline for completion of the home working assessment and toolbox talk programme is the end of September.

4. REDACTED

5. DETAILED REPORTING STATISTICS



5.1. COLLEAGUES, VOLUNTEERS AND CONTRACTORS

5.1.1. There have been 3 RIDDOR incidents (12 B19 Full year) during July and August

5.1.2. W&SW: LogIncident #5076 = (30/07/2020) Devizes Caen Hill Locks. A Volunteer tripped on drainage channel which is one of 14 on site that cross the towpath resulting in damage to collar bone and shoulder. Investigation completed. It was found that the towpath surface on the downhill side of the drainage channel has eroded slightly, creating a trip hazard. Repairs undertaken and other similar channels being reviewed to see if they can be removed permanently.

- 5.1.3. Workshops: LogIncident #5208 = (11/08/2020) Stanley Ferry Workshop. Employee was cutting timber with a circular saw. As the cut was completed the off-cut flew off backward and hit another colleague who was approximately 2m away, resulting in a broken finger, colleague signed off work for 2 weeks. Fact finding Investigation completed, initial changes include increased working distances during this operation. Awaiting results from testing of the saw.
- 5.1.4. Contractor: LogIncident #5367 = (11/08/2020) Tees Barrage – contractors operative severely cut hand while compacting waste in a bin, glass protruded through the bin liner. Investigation being led by the contractor (Fountains).
- 5.1.5. There was 1 MAIB reportable incident to note relating to maritime safety
- 5.1.6. W&SW: LogIncident #(5248) 04/08/2020 (R Avon) Volunteer fell overboard during operation to clear a tree from the river. Initial investigation states that the volunteer lost grip of handrail that was being held in one hand, whilst supporting a tree limb with his other hand during a tree clearance operation. The volunteer was recovered from water without injury. Full investigation underway.

5.2. INFRASTRUCTURE RELATED INJURIES

Infrastructure Related Injuries to the Public	July 2020	August 2020	2020/21 YTD	2019/2020 YTD
Numbers of Reported	3	5	17*	10

* Includes 2 additional reports from June identified after previous board report.

5.2.1. There were 8 Member of Public infrastructure related injuries during July and August. We recorded 17 in the year 2019/20 (17 2020/21 YTD.) We have now equalled the annual total for 2019/20 at only midway through the year, this may be due to better reporting or issues highlighted from increased network use due to Covid. Whatever the reason, we have seen an improved response to closing out issues raised.

- 5.2.2. Redacted.
- 5.2.3. Redacted.
- 5.2.4. Redacted.
- 5.2.5. Redacted.
- 5.2.6. Redacted.
- 5.2.7. Redacted.
- 5.2.8. Redacted.
- 5.2.9. Redacted.
- 5.2.10. Redacted.
- 5.2.11. Redacted.

6. SAFETY REPORTS

6.1. FATALITIES

Safety Report	July 2020	August 2020	2020/21 YTD	2019/2020 YTD
Fatalities	3	3	17*	21

6.1.1. During July and August there have been 6 fatalities to members of the public reported that specifically relate to the waterways. In all cases we have registered interest with the relevant coroner. The YTD is 17* includes 5 additional reports (between April and June) which the Trust has been made aware of by ROSPA, but not previously included in board reports).

6.1.2. Redacted.

6.1.3. Redacted.

6.1.4. Redacted.

6.1.5. Redacted.

6.1.6. Redacted.

6.1.7. Redacted.

6.2. Redacted

6.3. Redacted

7. SAFETY IMPROVEMENT ACTIONS PROGRESS

7.1. Project started to create an incident tracking app. This is a short/medium term measure whilst a wider review of health and safety systems is completed.

7.2. We have instigated a project to establish a single Trust wide integrated safety management system. Currently we have multiple methods of recording data/ reporting incidents and tracking actions which is grossly inefficient and hinders our ability to utilise the information we keep for its full effectiveness. We want to bring this to a single system accessible to a range of stakeholders across the organisation.

7.3. 3 Standards documents reviewed, investigation Level Matrix', 'Fact Finding Form' and 'Fatality Report Checklist' which are part of our accident investigation standard review. National H&S committee has been tasked with providing feedback. The purpose is to provide greater consistency of information provision and more urgency to early data gathering following incidents.

7.4. Due to Covid-19 restrictions this year's safety conference has been changed to a virtual on line event. The safety conference will now be held on 10 – 3pm on 1st December 2020.

7.5. Communications plans have been reviewed/implemented as follows:

7.5.1. The Gateway safety homepage has been improved to include updates/news/safety headlines. These will be updated regularly.

- 7.5.2. The communications strategy and actions plan for 2020/21 is to be reviewed on 15th September 2020 at the forthcoming safety culture steering group. This links to the behaviour code that we will be promoting.
- 7.5.3. Huddle cards have been developed for the 'Behaviour Code Speak Out, Step Up, Share Ideas'. The huddle cards explain the elements of the code, and gives pointers for managers discussing them. Communication on these by local teams will be part of the wider Autumn safety campaign.
- 7.5.4. The campaigns strategy for January to March 2021 is 'Stay Alert, Don't get Hurt' (or similar) which aims to stop the historic trend of serious incidents during this time. This is being developed with the culture steering group. It will include senior manager led virtual tool box talks explaining significance of this period, winter posters, text messages reminding people to stay safe, regular videos, 'The Source' articles from injured people from previous years etc.
- 7.6. With ongoing restrictions we are moving a lot of training on line, the course Virtual IOSH Managing Safely has been set up for week commencing 12th October. This will be held over 5 consecutive mornings. While delivering essential training in with Covid controls, early feedback is that this approach is better than the previous 4 full day curriculum that has been used.
- 7.7. Safety awards communication prepared and will be launched in September 2020, and applications open in October.
- 7.8. Further line manager training focussed on improving safety communication between managers and colleagues with support material from Tribe is due start in September.
- 7.9. Regional teams continuing to work to complete visitor risk assessments for high risk sites and weirs. Overall progress against plan is being achieved with this round due to complete by end of financial year. Completed assessments are being quality checked by an independent safety advisor – 31 to date.
- 7.9.1. Redacted
- 7.9.2. Redacted
- 7.10. Redacted.

8. PORT, DOCKS and HARBOURS

- 8.1. Following the external audits completed earlier this year, one recommendation was to include a summary of the Designated Person (Simon Bamford) reports in this report to Trustees to demonstrate compliance with the PMSC.
- 8.1.1. River Ouse (Y&NE): Following Covid-19 restrictions staffing levels on freight and harbour waters are now returning to normal with pilotage services continuing without interruption. At the start of lockdown there was a noticeable decrease in shipping movements and whilst this did improve in June, the latest toll declarations indicate a further reduction in shipping movements. It is uncertain if this is Covid related. Planning for the proposed marine aggregate barge traffic to Knostrop on the Aire & Calder is almost complete, with the first barge expected mid-September.
- 8.1.2. Sharpness Port (W&SW): Despite successful works on the pier the overall condition remains very poor. Vessels sizes have increased over time and the larger vessels place a significant stress on the structure therefore improvement works need to

continue. Middle gate fenders have now been fully replaced, with inner gate fenders planned for replacement before December. The next oil spill table top exercise is planned for October.

- 8.2. Liverpool Docks (NW): Canning River Entrance, non-operational since December 2019, was repaired in July 2020 and is now fully operational. Due to the gate being out of action, and the Covid 19 pandemic, very few vessels have visited and all 2020 planned events were cancelled. Over the summer groups of up to 100 youths have been reported by local security teams swimming and causing nuisance around the dock system. Merseyside Water Rescue continue to carry out a patrol service on the docks on Friday and Saturday evenings. During the Covid 19 lock down the volunteers carried out patrols on every evening, at the request of Merseyside Police. Several people have been rescued from the dock system and River Mersey by this volunteer organisation. In all cases the casualties, have deliberately enter the water space. High levels of faecal matter have been recorded within some docks affecting water quality, increasing amounts of residential boaters and limited pump out/elsan facilities may be a factor.

9. REPORTING STATISTICS

- 9.1. Overview of reporting statistics

Safety Report	July/August 2020	2020/21 YTD	2019/20 YTD
Positive Intervention Reports	134	230	249
Near Miss Reports	206	467	384
Loss, Injury or Death Reports	216	382	473
Anti-Social Behaviour Reports	-	-	24
TOTALS	556	1079	1130
More details can be found in Appendix A			

- 9.2. An analysis of data relating to COVID-19 is given in Appendix B. We have reviewed 39 COVID-19 related safety reports on LogIncident during July and August (114 during May and June).
- 9.3. During July and August, we recorded 556 Safety Reports, 206 (37%) were Near Miss Reports.
- 9.4. The 291 reports in July was the most in a single month since 301 in February 2020.
- 9.5. Detailed breakdown of incident types contained in the appendices. 68% of Safety Reports in July and August are closed, 32% remain open. We will continue this focus with all managers.

Appendix A – H&S Reports

SAFETY REPORTS SUMMARY: July and August 2020

What Happened	HazardNearMiss	Incident	Grand Total
Slipped, tripped or fell on same level	22 (10.7%)	38 (17.6%)	60 (14.2%)
Accidental damage property/asset/equipment	22 (10.7%)	25 (11.6%)	47 (11.1%)
Structural or equipment failure	27 (13.1%)	8 (3.7%)	35 (8.3%)
Boat sink/capsize/hangup	21 (10.2%)	13 (6.0%)	34 (8.1%)
Hit by moving, falling object or vehicle	17 (8.3%)	10 (4.6%)	27 (6.4%)
Covid 19	16 (7.8%)	6 (2.8%)	22 (5.2%)
Road traffic incident	8 (3.9%)	13 (6.0%)	21 (5.0%)
Threatening/aggressive behaviour towards Colleague(s)	3 (1.5%)	18 (8.3%)	21 (5.0%)
Animal/insect incident	4 (1.9%)	16 (7.4%)	20 (4.7%)
Hit something fixed or stationary	4 (1.9%)	14 (6.5%)	18 (4.3%)
Injury from machinery / equipment	4 (1.9%)	12 (5.6%)	16 (3.8%)
SSoW (safe systems of work)	12 (5.8%)	3 (1.4%)	15 (3.6%)
Fall from height	9 (4.4%)	4 (1.9%)	13 (3.1%)
Handling, lifting or carrying	3 (1.5%)	8 (3.7%)	11 (2.6%)
Injured by vegetation / plants	8 (3.9%)	3 (1.4%)	11 (2.6%)
Exposure to harmful substance	9 (4.4%)	1 (0.5%)	10 (2.4%)
Unsafe Act	9 (4.4%)	0 (0.0%)	9 (2.1%)
Body Found	0 (0.0%)	8 (3.7%)	8 (1.9%)
Person recovered from water	0 (0.0%)	8 (3.7%)	8 (1.9%)
Fire/explosion incident	0 (0.0%)	5 (2.3%)	5 (1.2%)
Electrical contact/discharge	2 (1.0%)	1 (0.5%)	3 (0.7%)
Personal Protective Equipment	2 (1.0%)	1 (0.5%)	3 (0.7%)
Threatening/aggressive behaviour	2 (1.0%)	1 (0.5%)	3 (0.7%)
Training/Competence	2 (1.0%)	0 (0.0%)	2 (0.5%)
Grand Total	206 (100.0%)	216 (100.0%)	422 (100.0%)

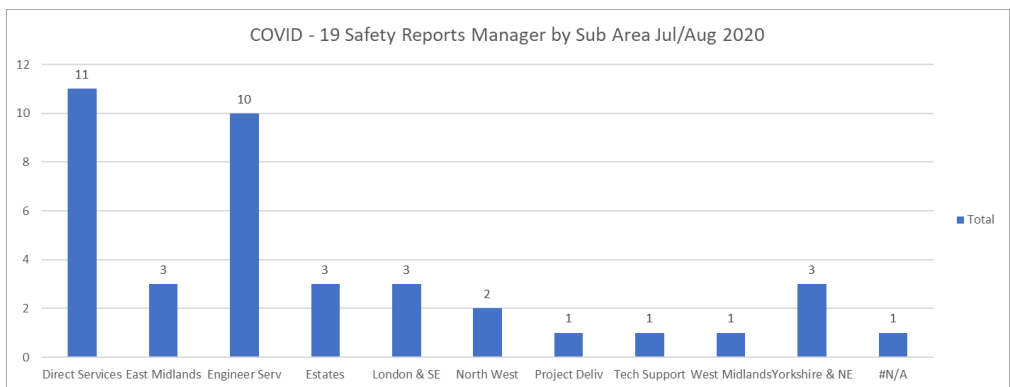
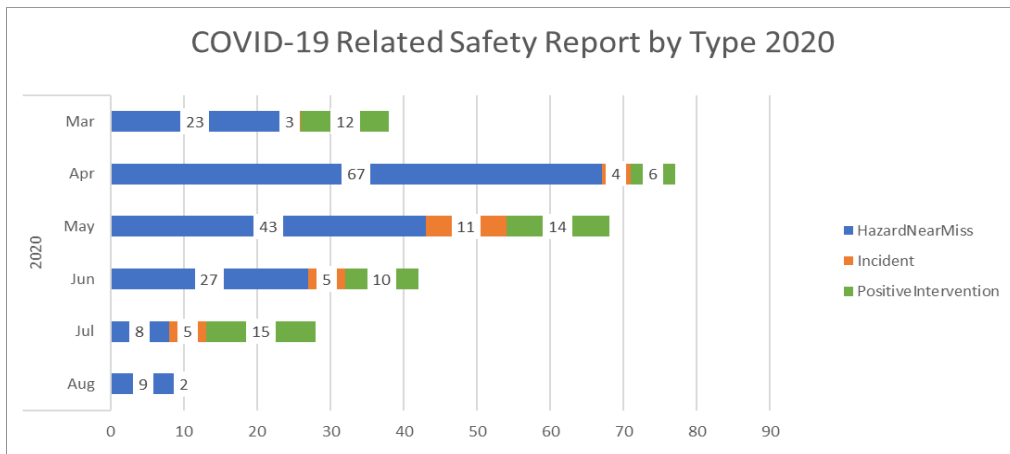
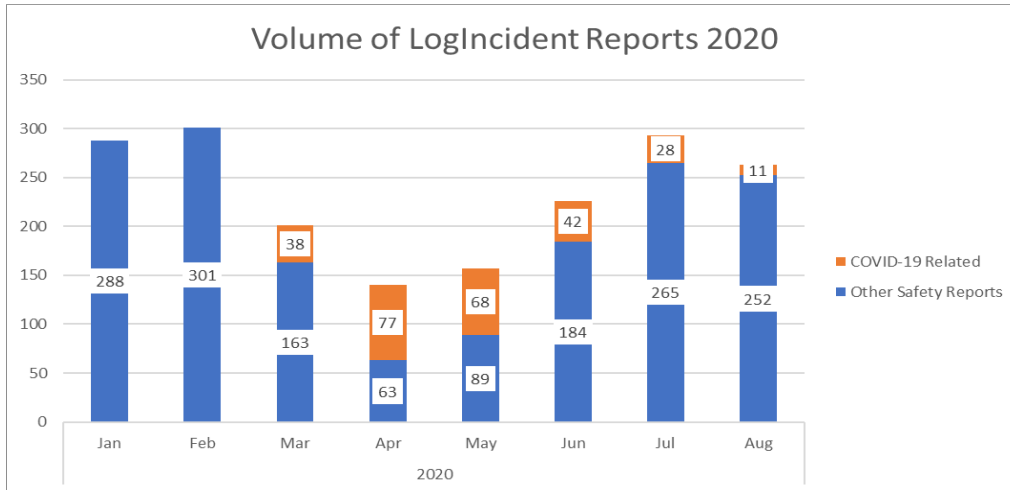
Compared to the table in 4.8 this list excludes Antisocial behaviour reports and positive interventions.

From early June we introduced a specific incident type “Covid-19” to our reporting system to more easily identify the incidents that were pandemic related.

Appendix B – Covid-19 Related Reports

SAFETY REPORTS COVID-19 RELATED: July and August 2020

There have been less Covid specific incident reports in the period overall. Numbers of dynamic risk assessments undertaken still remain high. Most of these log incident reports have arisen from colleagues in Asset Improvement and relate to heightened awareness of observing a Covid secure workplace, this is confirmed by the numbers of positive interventions in July.





Board Meeting
24 September 2020
Information & Decision Report
Trust 507
Confidential Wording in Red

GOVERNANCE REPORT

Tom Deards, Head of Legal & Governance Services

1 PURPOSE

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

2 RECOMMENDATIONS

- 2.1 The Board is asked to note the paper and in addition:
- 2.1.1 **Redacted;**
 - 2.1.2 Approve the Infrastructure Committee Terms of Reference and confirm the Trustee membership of the Committee (section 4);
 - 2.1.3 **Redacted;**
 - 2.1.4 **Redacted;**
 - 2.1.5 **Redacted;**
 - 2.1.6 **Redacted;**
 - 2.1.7 Note the appointment of Diane Seymour-Williams as a co-opted member to the Investment Committee for a three year term (section 9); and
 - 2.1.8 Approve the appointments to the Regional Advisory Boards (section 10).

3 REDACTED

4 INFRASTRUCTURE COMMITTEE

- 4.1 The Board is asked to approve the terms of reference for the Infrastructure Committee (**Appendix A**).
- 4.2 The Board is asked to confirm the appointment of the following Trustees to the Infrastructure Committee:
- Nigel Annett, Chair
 - Jennie Price, CBE
 - Ben Gordon
 - Sir Chris Kelly
 - Janet Hogben



5 REDACTED

6 REDACTED

7 REDACTED

8 REDACTED

9 APPOINTMENT OF A CO-OPTED MEMBER TO THE INVESTMENT COMMITTEE

9.1 The Investment Committee identified in early 2020 that it required a further co-opted member. After a successful recruitment campaign, Diane Seymour-Williams was appointed from 27 October 2020 for a 3 year term.

9.2 Diane is an experienced portfolio manager with executive experience in asset management and has non-executive experience across the quoted wealth management, global equity, private equity, trust and VCT sectors.

9.3 The Board is asked to note this appointment.

10 REGIONAL ADVISORY BOARD APPOINTMENTS

10.1 Following the resignation of Caroline Schwaller, Chair of the Yorkshire & North East Regional Advisory Board, recruitment for a replacement Chair was undertaken but the remaining short-listed candidate after a short delay was considered unsuitable. A new recruitment round will begin in the autumn.

September 2020



INFRASTRUCTURE COMMITTEE

TERMS OF REFERENCE

1 CONSTITUTION

1.1 The Infrastructure Committee is a Committee of the Board of Trustees.

2 PURPOSE

2.1 The Committee provides oversight, assurance and expert advice in relation to the Trust's major asset improvement programme and considers issues of delivery, risk together with questions of economy and efficiency.

3 DELEGATIONS

3.1 The Committee is advisory only.

4 DUTIES AND RESPONSIBILITIES

4.1 The Committee will advise the Board with regard to:

- (a) the delivery of the Trust's asset improvement programme, including consideration of risk, organisational capability and the efficiency, effectiveness and economy of delivery of the programme.
- (b) the approval of the annual projects plan and specific major projects by the Board, ensuring they are reviewed and developed thoroughly;
- (c) the adequacy of progress in delivery of the programme and major projects;
- (d) other aspects of the asset improvement programme as it considers appropriate; and
- (e) examination and commentary upon the Trust's Asset Strategy and Asset Management Plan.

Annual Review

4.2 The Committee Chair shall ensure that Committee members conduct an annual review of their work and these Terms of Reference and make any recommendations to the Trust Board.

5 MEMBERSHIP



- 5.1 The Committee shall normally comprise of at least three Trustees, all of whom shall be appointed by the Board of Trustees. The Chair of the Board of Trustees may attend and may be a member of the Committee.
- 5.2 The Committee Chair shall be appointed by the Board of Trustees.
- 5.3 The Committee may co-opt external non-Trustees with relevant experience to assist the Committee with its work, provided Trustees remain in the majority on the Committee.
- 5.4 The quorum for meetings shall be set as one plus one third of the number of Committee members (rounded to the nearest number)¹.
- 5.5 The Committee Chair will ensure there will be an induction programme for new Committee members and that training takes place on an ongoing and timely basis to all members.
- 5.6 If a regular member is unable to act due to absence, illness or any other cause, the Chair of the Trust Board may appoint another member of the Board of Trustees to serve as an alternate member provided that at any one time there is only one alternate member.

6 ATTENDANCE

- 6.1 The Chief Executive, Asset Improvement Director and Finance Director may attend meetings at the standing invitation of the Committee.
- 6.2 The Committee may invite other Trustees, other Executive team members, Trust colleagues or advisers to attend meetings when appropriate.
- 6.3 The Company Secretary (or his/her nominee) shall act as the Secretary of the Committee.
- 6.4 Except as outlined above, the meetings of the Committee shall be conducted in accordance with the provisions of the Trust's Articles of Association governing the proceedings of the Board of Directors.

¹ The quorum for Committees with 5, 6 or 7 members is therefore 3 and the quorum for Committees with 3 or 4 members is therefore 2.



7 FREQUENCY OF MEETINGS

- 7.1 The Committee shall meet no less than three times a year and at other times as it considers necessary.
- 7.2 The frequency and timing of meetings is decided by the Committee Chair. Any member of the Committee, the Chief Executive or the Chair of the Trust Board may ask the Committee Chair to hold a meeting.
- 7.3 Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed shall be forwarded to each member of the Committee no less than five days prior to the meeting.

8 RECORD OF MEETINGS AND DECISIONS

- 8.1 The Company Secretary (or his/her nominee) shall minute the proceedings and recommendations of all meetings of the Committee and keep appropriate records. Minutes of the meetings shall be circulated to all Trustees.
- 8.2 If an urgent discussion is required between meetings, the Committee Chair may deem it appropriate for such a discussion to take place in the form of an email meeting. Where this is the case, the Company Secretary (or his/her nominee) shall record this as minutes of the email meeting.

9 REPORTING

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

Date of Approval: 24 September 2020



MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – SEPTEMBER 2020

1. INTRODUCTION

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

2. MAIN ISSUES

- 2.1 The past two months have seen many activities on the waterways resume in some fashion, with the tourism/leisure/holiday market booming as visitors have turned to domestic vacations rather than go overseas. Local lockdowns have applied in ways that have had very little effect on navigation and Defra have sensibly allowed navigation authorities and waterway businesses to interpret guidance themselves, including the new 'rule of six' restrictions just brought into effect.
- 2.2 Almost all colleagues have now returned from on furlough leave, with a small handful (often in roles associated office management) still furloughed. Our three main offices (Leeds, Birmingham, Milton Keynes) are now open on a limited and restricted basis for those for whom working at home is difficult but demand remains very low. Some of the larger regional offices will open on a similar basis in October; for office-based roles, the default remains to work at home which most are willing to continue doing. **Redacted.**
- 2.3 We repeated the Colleague wellbeing survey first conducted in May, with similar positive results recorded overall (with over 700 respondents), though some of the measures around connections with colleagues and coping with work-pressure show some decline (with nearly a third now expressing some negative feelings). Nearly 80% are favourable to how the Trust has responded. This aligns with the latest 'pulse' engagement survey which recorded the highest ever score (75%), as reported at the last meeting.
- 2.4 Volunteers have been returning since mid-June, with over 1000 now active. Our towpath fundraisers resumed from 16 September albeit with a smaller team. The loss of work for some of the long-term agency staff affected has led to some adverse reaction.

3. EXTERNAL ENGAGEMENT

- 3.1 Our engagement with Government has focussed around our proposal for capital investment, linked to economic recovery, to the Chief Secretary to the Treasury, with a more focussed follow-up letter sent last month attached as Appendix 1. **Redacted.** We have also been successful in promoting our towpath improvement funding proposal with DfT who have asked for a meeting at official level following our successful media campaign which culminated in a supportive Times newspaper editorial and feature. We also hosted a positive visit by Heritage/Tourism Minister, Nigel Huddleston MP, to Anderton Boat Lift with subsequent follow up engagement to consolidate our position

within DCMS's heritage family. DCMS officials and the Lottery Heritage Fund Chair/Chief Executive are planning to visit the River Severn project next month.

- 3.2 Engagement with Defra has been more limited, though our recent Contract Liaison meeting has re-energised the Grant Review programme after a hiatus since March. The Terms of Reference are now agreed (subject to Board/ Ministerial approval) **redacted**. Defra have launched their Green Recovery plan and we will be submitting proposals before the end of September. We are also making a 'Kickstarter' application for up to 65 work experience posts in deprived areas where we can develop broad work programmes.

4. PERFORMANCE

- 4.1 Appendix 2 sets out the first performance results for the 2020/21 year. We haven't reviewed the annual targets and feel there is arguably little benefit from trying to do that now, especially with considerable further uncertainty ahead. Instead we will focus on the B21 plan process and set robust targets for next year. Although volunteers are returning in larger numbers, the negligible volume of hours delivered in the first 4 month of the year means that numbers are unlikely to reach the revised half a million hours target. Visitor numbers are also slightly down overall despite the increased use seen in some suburban residential areas.

5. EXECUTIVE REPORTS

- 5.1 The Executive's reports feature as Appendices 3 to 7.

Chief Executive
September 2020



24th August 2020

For the Attention of:
The Rt. Hon Steve Barclay MP
Chief Secretary to the Treasury
1, Horse Guards Road
London SW1A 2HQ

Our Ref AL/AC/378

Sent by Email To:
action.cst@hmtreasury.gov.uk

Dear Chief Secretary,

Canal & River Trust proposal for critical waterways infrastructure resilience programme.

Following our letter of 5 June, I am writing to you today to update on the work the Canal & River Trust has been developing to support the post Covid recovery, and to request government support for a vital programme of investment in the resilience of our nation's waterways, even more critical now in light of the recent weather damage inflicted on historic rail and canal infrastructure in Scotland. As I know you understand, our waterways infrastructure is vital to the UK and needs ongoing investment, not least due to its vulnerability from extreme weather events. I would welcome the opportunity to discuss our proposals for a resilience programme with you and your officials at your earliest convenience.

The Trust was set up by Government in 2012 as the guardian of over 2,000 miles of canals and river navigations and waterways infrastructure. Since then, we have successfully established the third sector model, mobilising volunteers, broadening our support and income sources and undertaking the core work to keep the network safe and available. Both the size of the opportunity and the risks we face have changed considerably since our formation, most especially following the Covid pandemic.

We have recently developed a series of proposals that would deliver on a number of your priorities for the UK's social and economic recovery from the Covid pandemic, including a programme for towpath improvements which will encourage active travel, enhancing the accessibility of the green space available to some of the most deprived communities in the North and Midlands, and boost levels of walking & cycling and hence improve the nation's physical and mental health. The Trust is working with your colleagues in DfT on securing funds to deliver this proposal and we welcome the recognition from government of the value that the Trust can provide at this crucial time. (I enclose further information in Annex 1.)

As the Government plans to build back better after the pandemic, this is also a crucial moment for the future of our nation's critical infrastructure. We have seen over the past couple of weeks the awful tragedy and disruption that can be caused when infrastructure is overwhelmed by flash flooding. The type of extreme weather responsible for both the Stonehaven train crash and the breach of the Union canal onto the Edinburgh to Glasgow main railway line may become an increasingly common occurrence due to climate change. The Trust has undertaken a review of the Critical National Infrastructure in our care and identified priority areas that require additional investment over the next few years to protect against future extreme weather events. Investment in the long-term resilience of our infrastructure now is essential to minimise both risks to the public, and to support the connectivity and transport infrastructure reliant upon the integrity of our waterways.

Our review has identified the need for an urgent five-year programme of investment covering critical infrastructure including reservoirs, embankments and cuttings that support land drainage, flood mitigation and water supply. The Trust will fund a proportion of these critical works from our own resources, but as Canal & River Trust, Ground Floor Aqua House, 20 Lionel Street, Birmingham, B3 1AQ.

T: 0303 040 4040 **E:** canalrivertrust.org.uk/contact-us

Patron: H.R.H. The Prince of Wales. Canal & River Trust, a charitable company limited by guarantee registered in England and Wales with company number 7807276 and registered charity number 1146792, registered office address First Floor North, Station House, 500 Elder Gate, Milton Keynes, MK9 1BB.

a charity we are seeking additional government funding to deliver the significant expansion of works on the scale and speed required. A breakdown of estimated costs for this work is set out in Annex 2.

The Trust has also identified two further workstreams where we can facilitate delivery of key government priorities. The first is through our proposed 'Green Investment Programme' which we believe will best enable the UK's waterways to contribute towards the UK's Net Zero targets. This would include further investment in green energy hydroelectric schemes and heat-transfer projects; waterborne freight transport to reduce vehicle emissions; and biodiversity enhancement for the nature recovery network. Many of the schemes within this programme could be mobilised quickly and are summarised in Annex 3.

In the short term we recognise the need for job creation in many of the communities that our waterways pass through, which include some of the most deprived in the UK. We can play a role in helping young people to secure training and hence employment, as well as promoting citizenship. We have identified a number of short-term public works projects on our waterways which would deliver learning and employment opportunities for young people in areas of greatest need, which could be a core part of the Government's Green Recovery programme and the Kick-start scheme. Works would include canal washwall resilience improvements, towpath and drystone wall repairs and hedgerow management.

I would welcome the opportunity to meet with you or your officials virtually or by phone at the earliest opportunity to discuss our resilience programme, and will ask my team to follow up with your office, if I may. The Trust will also be submitting our proposals for consideration by Defra as part of the Comprehensive Spending Review process. In the meantime, if you have any questions about the Trust's proposals please do not hesitate to get in touch.

Yours Sincerely,



Allan Leighton
Chair

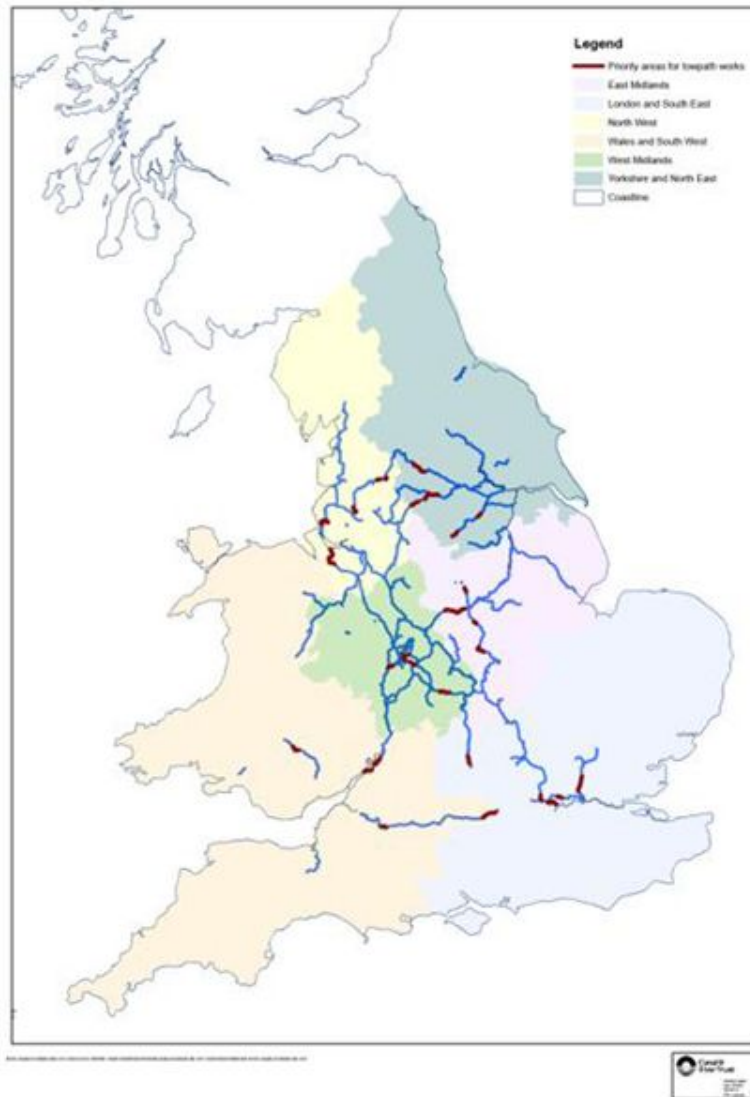
Copy to:

The Rt. Hon. Kemi Badenoch MP – Exchequer Secretary to the Treasury
Charles Roxburgh – Second Permanent Secretary, HM Treasury

Annex 1: Optimising Britain’s towpaths to accelerate the post-Covid-19 recovery

As we have seen during the Covid-19 pandemic, where use rose significantly in many residential locations, the Trust’s towpaths provide access to one of the few green/blue spaces in highly congested urban areas such as the West Midlands, which research conducted with the Centre for Sustainable Healthcare shows is essential for both physical and mental health.

Map of proposed towpath improvement works:



Since writing to you on 5 June, we have now identified c.174km of priority towpath upgrades. To realise this would need an injection of capital funding of c.£45m over the next 5 years.

Project cost by fiscal year						
	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Govt funding	£7m	£8m	£ 12m	£ 10m	£8m	£45m

Annex 2: Resilience and Risk Management of our UK network

The Trust is responsible for critical waterways infrastructure across the UK, including reservoirs, embankments, bridges and tunnels. As well as their core purpose, they also support land drainage, flood mitigation and water supply. Maintaining these historic assets to ensure their safe condition to minimise risks to the public requires ongoing care and growing investment. We have robust plans in place to mitigate risks as far as possible within our existing budget; however, the increased likelihood of extreme weather events due to climate change means that the overall level of risk associated with these critical infrastructure assets is increasingly uncertain. We have identified the most vulnerable one hundred and fifty sites that require increased investment to ensure that they continue to meet recognised asset management standards.

Having carried out an in-depth assessment of all our Critical National Infrastructure (CNI), we have identified a set of priority actions:

- Speed up a programme of planned works to reduce public safety risks at our 72 reservoirs (typically around 200 years old, the oldest in the UK), and implement improvements to address design and maintenance issues in line with the recommendations of the Toddbrook reservoir reports;
- Works to reduce risk at critical high-risk embankments and cuttings, improving both resilience to extreme weather events and the water efficiency of our network, to address potential future water shortages;
- Refurbishment of culverts beneath our waterways to improve resilience and capacity, and so reduce the risk of flooding;
- Improvement at other critical assets – aqueducts, tunnels etc. - to protect the network and the communities around them, to a higher standard of resilience.

These projects are developed and ready to be mobilised, with scope to frontload expenditure over the next 24 months as part of a wider stimulus package, providing a much-needed short-term economic boost to deprived areas in England, while also investing in long-term CNI resilience.

Estimated Programme cost by fiscal year						
	2020/21	2021/22	2022/23	2024/25	2025/26	TOTAL
Trust funding	£7m	£8m	£8m	£6.5m	£5.5m	£35m
Govt funding	£10m	£28m	£30m	£29m	£28m	£125m

Annex 3: Achieving a Green Recovery, including the Net Zero target

Our programme of green infrastructure projects is structured around three core elements:

1) *Renewable energy*

- Six 'shovel-ready' hydroelectric schemes (already with permits and planning consents);
- Developing the design / delivery / incentive package to fully exploit the potential for carbon-saving water-sourced heating & cooling from our waterways (estimated at up to 650MW) and delivering some prototype schemes.

2) *Freight by water*

- Implementing the designed and planning-approved scheme for the construction of a new inland port at Leeds, with the support of West Yorkshire Combined Authority and Leeds City Council, which would be capable of handling 500,000t of goods (aggregates for construction) per annum – demand proven by market analysis;
- Including a series of works to ensure asset resilience to handle increased (and larger) boat traffic on the Aire & Calder Navigation from Leeds to the Humber.

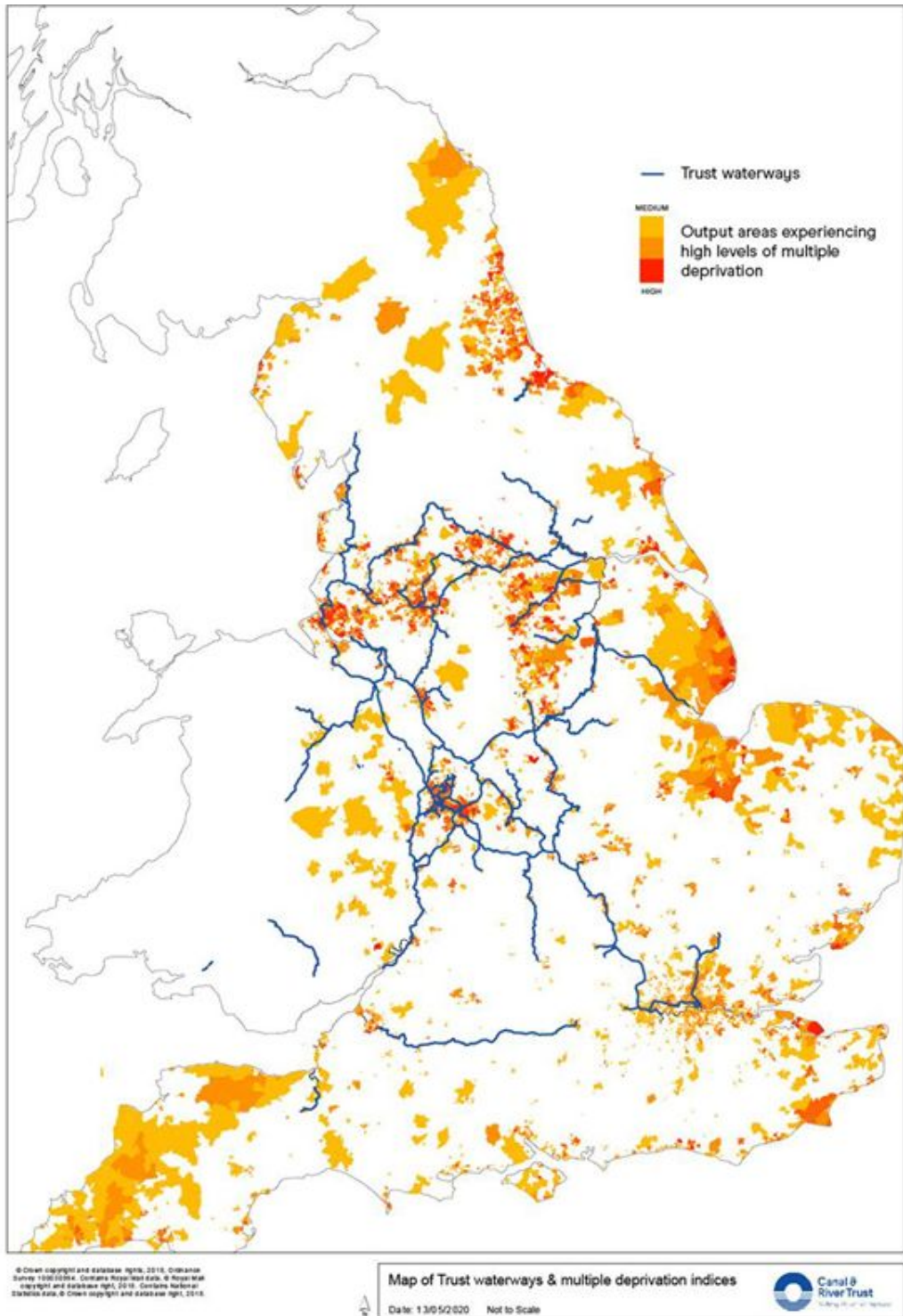
3) *Biodiversity and natural infrastructure – contribution to Nature Recovery Networks*

We have identified a series of ongoing or ready to implement projects to contribute to the Nature Recovery Network including:

- (i) Fish and eel passage improvement / protection works across our network;
- (ii) Improvements to 10 designated sites (SSSI) currently in Unfavourable condition;
- (iii) "Green Stepping Stones" projects in our 9 urban target areas building on the existing "Wild in Birmingham" volunteer project which is creating a green corridor through the city centre;
- (iv) Hedgerow improvements across our 2,000-mile network and additional tree-planting on our estate and joining land to offset carbon emission and create a series of waterside community woodlands;
- (v) Bank protection works included in Strand 3 above will include habitat enhancements benefiting a range of waterway wildlife including the endangered water vole.

Project cost – Government funding - by fiscal year						
	2020/21	2021/22	2022/23	2024/25	2025/26	TOTAL
Renewable energy	£3m	£7m	£2m	£2m	£2m	£16m
Freight by water	£1m	£5m	£ 3.5m	£3m	£ 2.5m	£15m
Waterway Nature Recovery Network	£1m	£3m	£2m	£ 1.5m	£ 1.5m	£ 9m
Total	£5m	£15m	£ 7.5m	£ 6.5m	£6m	£40m

Annex 4 – Map of the Trust’s Waterways (against the Indices of Multiple Deprivation)



APPENDIX 2 : Key Performance Measures and Targets – 2020/21

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			July 2020 YTD	Full year target	Prior year actual
			2020/21	2020/21	2019/20
Growing the number & satisfaction of users & visitors	Visitor Volume	No of users & visitors to our waterways in typical two-week period within specified period	8.4m	9.5m	9.2 million users / visitors
	Satisfact'n Rating - user & visitor experience	Towpath User Satisfaction	81%	85%	81%
		Boater Satisfaction	61%	70%	67%
Improving our public safety and health & safety of our colleagues	Public Safety	No of reported incidents due to infrastructure	11	15	17
	Safety of our Colleagues	Combined employee, volunteer/ contractor RIDDOR accident frequency rating	0.18	0.15	0.22
Good overall waterway condition (assets, water, heritage/ environmt)	Asset Health Index	A combination of the new asset condition score (0 to 100) & the consequence of failure (1 to 5) with 0 being excellent	43.50	TBC	44.2
Being inclusive - Growing the number of local users & BAME participat'n	Local Users & BAME Participat'n (1km)	% of local people (living within 1km / 10-15 mins walk) using our waterways regularly	48%	45%	43%
		% of local people specifically from local BAME communities using our waterways regularly	49%	42%	31%

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			July 2020 YTD	Full year target	Prior year actual
			2020/21	2020/21	2019/20
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	74%	75%	76%
	Feel Safe by Water	Personal safety/security rating of our waterways by local people living within 1km/10-15 mins walk)	80%	77%	81%
Growing our brand awareness, particularly those living within 1km	Brand Awareness (All & 1km)	% of prompted awareness of the Trust among total population & local people	48% (all) 65% (1km)	50% (all) 56% (1km)	46% (all) 60% (1km)
Building a strong and broad supporter base	Supporter Growth	Nº of Supporters (active & passive)	710,608*	750,000	626,992
		Nº of active Friends & other regular individual donors	28,916	28,000	30,049
Improving colleague engagement & diversity of those working & volunteer'g for the Trust	Diversity	% of colleagues from BAME background	4.52%	4.8%	4.64%
	Colleague Engagement (Employee/Volunteers)	Colleague engagement score	75%	70%	66%
		Volunteers	71%	71%	71%
Expanding our volunteer base/impact	Active Volunteers	Nº of volunteer hours / Nº of active Trust volunteers	16,119 3,184	500,000 3,600	704,532 3,606
Defra Waterway Targets – improving our waterways/assets	Towpath Condition	Towpath condition graded C or better	Annual KPI	TBC	81.24%
	Principal Assets	Principal assets grade C or better	87.07%	TBC	87.06%
	Flood Managemt	Condition of flood management assets graded C or better	Annual KPI	TBC	99.25%

* Set KPI as on track to meet target by year end as by August this has already



APPENDIX 3: OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

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

2. WHAT'S GOING WELL, NOT SO WELL

2.1 Positives

- 2.1.1 Through July and August our operational teams have focussed on delivering customer service and presenting our network as fully open even with reduced teams and increased towpath use owing to higher than usual volumes of people seeking leisure in the UK.

- 2.1.2 Green Flag Judging of existing and new sites has been ongoing across the regions.

2.2 Challenges

- 2.2.1 Significant numbers of lock gate failures and unplanned stoppages, being investigated.
- 2.2.2 Increased antisocial behaviour, swimming and waste due to high levels of use.

3. OPERATIONS - Covid-19 pandemic response

- 3.1 Since the relaxation of lock down commenced in May, regions have seen significant increase in demand for use of the network only from boaters keen to return to the waterways but also a renewed enthusiasm from volunteers and partner groups to return to work. To meet this demand all operations colleagues have now returned from furlough and there is a continuing return of volunteers though still at a reduced level than normal.

- 3.2 Our attraction sites have re-opened following our safety protocols and we continue to monitor and adapt to the changing government requirements.

- 3.3 Following full re-opening of our waterways, we are working with boaters to ensure movement guidelines are met and we continue to maintain communication through social and web channels. Meetings have been held with key boating groups to update them and to keep relationships and communication lines open.

- 3.4 Business boating has continued to be dominated by the impact of the Covid 19 pandemic and dealing with water shortages on the Northern Waterways. While boating businesses may benefit from the increase of "staycations" this summer, not all of them have benefited from the government schemes and not all operations are commercially viable under social distancing regulations. Some of the more vulnerable boating businesses may not survive the impact of Covid 19. With staycations set to continue in 2021 we are looking at opportunities to promote the waterway leisure sector. The recent 'rule of 6' caused concern for boating businesses and a requirement for reassessment of risks to customers for other boating operations.

3.4.1 Learning from home – We have adapted our Explorers offer to account for Covid, taking a digital approach through the Explorers website, Facebook & Twitter; targeting teachers, group leaders, home schoolers, parents and children. Successes include:



- Water safety promotion during Drowning Prevention Week resulted in over 25,000 orders nationally for our booklets.
- Our Challenge Badge (for uniformed groups) received over 2,000 orders in the first 2 days from parents and group leaders
- Craft packs to teachers distributed them to chosen pupils, with all 4,000 packs going in just over 24hours
- Promotional mailshots, total click through up to 39% (average primary sector 5-15%) 50% increase in downloads & increased reach on social media

4. OPERATIONS – General

4.1 Operational incidents

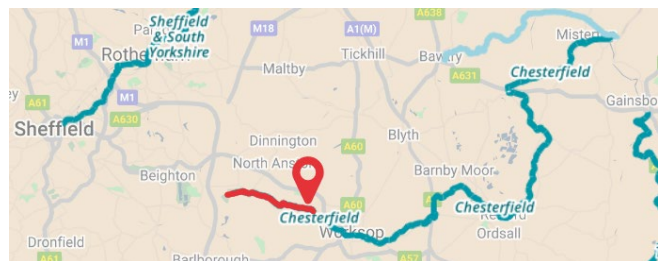
4.2 Vale Royal Sluices (Weaver Navigation)

4.2.1 On 12th/ 13th August the sluice mechanism at Vale Royal failed in an incident where the automated mechanism opened instead of closing. The upstream water level reduced by around 400mm and the local regional team had to undertake a manual closing. The initial cause relates to the failure of an electrical component. The rotork operation gearing was replaced and all others on the Weaver are being changed as part of the asset replacement maintenance.

4.3 Water Resources

4.3.1 There has been an improvement in the overall water resources position since the last report, with wetter weather partly giving some reservoir recovery. Restrictions on both the Leeds & Liverpool and the Peak Forest and Macclesfield Canals were lifted on 8 July and 27 July respectively, allowing normal navigation to resume.

4.3.2 Temporary measures introduced on the Rochdale Canal and leakage reduction works is ongoing: the drawdown of Harthill and Pebley reservoirs have increased the risk to the Chesterfield Canal at present with reservoirs at 40% group holdings; restrictions were imposed from 1 September on the summit as shown.



4.3.3 The Caldon Canal has experienced issues related to feeder conveyance however maintenance works have reduced this risk considerably. On the Ox&GU, Boddington reservoir, the principal water resource feeding into the South Oxford Summit was 57% full on 2nd September, which is low for the time of year. Napton and Claydon locks either side of the South Oxford Summit have been closed overnight from 14 August to help to manage water demands, this will be reviewed in September.

4.4 The first part of the 2020 Restoration conference is being held virtually on the 10th October, with the keynote speakers deliver talks in the morning. The second part will take place over the following 6 weeks, with one breakout session per week.

5. ORGANISATION & GOVERNANCE

- 5.1 Regional advisory boards have continued to meet throughout the lockdown using teams or zoom. The second chairs forum meeting in lockdown will be held on 22/9/20.
- 5.2 The Navigation Advisory Group has also continued with regular on line meetings.

6. LONDON & SOUTH EAST REGION

- 6.1 There is an 8% increase in lock use by boats compared to our busiest years for the same period (July).
- 6.2 Diversity and inclusion work has been a significant focus for the region and the team continue to build a robust plan to attract and retain a diverse field of candidates to our vacancies. We have successfully recruited an AOM GUS (third attempt) and Deputy HM/AOM (specialist role). Operationally the turnover of Waterway operatives remains high but we have recently recruited 4 operatives and 1 volunteer leader, increasing team diversity. An active campaign continues to recruit remaining colleagues and provide greater induction and support to facilitate greater retention of colleagues.

- 6.3 We have received an enforcement stop notice this was served on both the owner and the Trust by the council for removal of an art installation which includes a number of sharks. We have instructed the owner to remove the installation.



- 6.4 Works to complete the Islington Eco-Mooring upgrade scheme began 7th September and are due to complete 2nd November, resulting in 34 visitor mooring berths with electricity available. We continue to work with Islington Council on a programme of education and activity for boaters.
- 6.5 The Angel Festival (L&SE) has been re-imagined through the Covid lens for 2020. The Festival will be celebrated with a series of activities throughout September. The emphasis is on community engagement; on the ground there will be opportunities for litter picks and guided walks; on the Trust website there will be a photographic history of the Angel Festival, an historic barging film, theatre productions from the local Widgeon Boat and young actors theatre. We have also arranged for a small floating market.
- 6.6 Opportunities to raise brand awareness include the planned (COVID Secure) event hosted by St Pancras Cruising Club on the weekend of 16-18 October. The event will mark the anniversary of the Regents Canal with a parade of boaters starting out from St Pancras Yacht Basin and taking in the stretch of the Regents.
- 6.7 Works to build a new waste facility compound at Pickets lock on the River Lee, and refurbish 3 further facilities elsewhere in the region commenced following manufacturing delays relating to Covid 19, the design will limit third party use and address an increased demand for more suitable waste facilities.
- 6.8 We are establishing collaborative waste crime working groups with EA and local authority waste officers which will feed in our problem locations and agree actions.

- 6.8.1 The region has taken delivery of 10 smart bins for London's busiest towpaths – the bins are self-compacting and will offer 5x greater capacity and will address the issue of overflowing bins. The waste service contractor will receive a text message when the bin is approaching half and full – dashboard data will enable the Trust to optimise service regimes. Segregation of waste will assist the Trust meet a greater level of sustainable waste disposal.



- 6.9 A systematic review of Docklands processes is nearing completion. The Marine Safety Management System will shortly be consulted upon and will be audited in the autumn. The Oil Spill Response Plan is currently out for statutory consultation and the Waste Management Plan documentary compliance is progressing.
- 6.10 We have undertaken a composting trial. With over 100 tonnes of aquatic weed harvested from London's canal network each month. We have established that the composting would be cheaper overall than landfill by approx. 30%, which could be more if the odour can be reduced. We have now suspended the trial with a view to commencing operations fully at the start of next season.
- 6.11 Circa £700,000 has been secured from Oxfordshire County Council to support the continued upgrade of the towpath between Oxford and Kiddlington. This section of towpath was recently highlighted as a priority area in our letter to the DfT. The funds have been allocated to the section of towpath between Godstow Road Bridge and the A44.

7. WALES & SOUTH WEST REGION

- 7.1 We have feedback that our bridge and lock keepers are suffering increased verbal abuse since the relaxation of lock-down. We are actively monitoring these reports with a view to taking whatever action we can to support our colleagues on a case by case basis. There has been a growth in sickness absence relating to this due to stress.
- 7.2 The Mon & Brec canal is currently closed at its southern end, this is outside our ownership and is causing significant dissatisfaction among our customers. Although the Trust is not directly involved in the management of this section we have been working in partnership with Torfaen council and are offering support where we can, the issue is due to a dispute between the council and a canal side developer.
- 7.3 We have seen an upturn in complaints relating the western end of K&A canal regarding issues including low water, high-demand, towpath condition, and anti-social behaviour. There is increasing tension between towpath users, particularly with complaints against cyclists. We are revising signage and investigating alternative measures; and are ready to implement the forthcoming Share the Space campaign.
- 7.4 National Waterways Museum Gloucester

- 7.4.1 A new outdoor seating area has been installed outside the museum, supported by the Friends of Gloucester Waterways Museum. It has had positive feedback so far and really enhances the 'look' of the attraction. It has also been well-used during the warm weather by visitors and colleagues.



	2019/2020		2020/21	
	July	August	July (20 th – 31 st)	August
Visitor Number	1733	2332	192	1326
Redacted	Redacted	Redacted	Redacted	Redacted

- 7.4.2 'Of Earth and Sky' Art installation– tapping into a local art initiative the Trust has benefitted from this on our gloating workspace-Sabrina 5. Parks, streets and city places across Gloucester are being lifted with words, lyrics and poems written by the residents of Gloucestershire. Curated by international Artist Luke Jerram and Gloucester born poet JPDL, the large-scale letters and stencilled art works will enable people to discover hidden places of Gloucester.



- 7.5 Green Flag judges visited Saul Junction and the Mon & Brec on 20th August. They were very positive about the sites visited. We anticipate the report and award outcome by the end of October.

- 7.6 Swansea Canal Society received their 50,000 hours plaque on Tuesday 4th August at Coed Gwilym Park, Clydach. The Lord Lieutenant of West Glamorgan made an informal visit and was present for the presentation made by Mark Evans.



- 7.7 We attended (virtually) the Brecon Beacons Mega Catchment meeting, this is run by Welsh Water with other stakeholders. The objective of the group is to engage with public about water quality issues and led on projects/awareness days which will improve water quality in the Brecon Beacon catchment.

- 7.8 We have consulted on the proposed new Welsh Language Scheme internally and with Bwrdd Glandŵr Cymru. Feedback from the Bwrdd has been largely positive, but they have highlighted a view that there should be in house Welsh Language speaking skills. We are considering resource in Wales, and undertaking an audit to review how many Welsh speakers we currently have within our region, national colleagues and volunteer teams.

8. WEST MIDLANDS REGION

- 8.1 We have run a covid secure colleague and Lead Volunteer engagement event across 8 WMS operational venues called 'Around the Region in 8 Cuisines' to get our furloughed colleagues re-engaged with colleagues that have worked throughout and to say a big 'Thank You'. The events were very well received by all those who attended.



- 8.2 Oil pollution incidents occurred in the Tame Valley canal and Ridgacre Branch canal. The former affected 3km of navigation and required emergency response from our operational team who deployed absorbent booms and pads to limit further spread. The latter was supported by our specialist clean up contractor and there has been a sizeable effort to clean up the pollution and undertaking a series of litter picks to improve general cleanliness of the area. Community response to our action has been very positive.

- 8.3 We are also dealing with issues relating to third party waste spillage into our navigations at 2 sites on the Grand Union; Tyseley and Acocks Green. We are working with regulators to ensure a clean up.

- 8.4 Following on-going concerns about anti-social behaviour raised by the community & residents at Earlswood Lakes, the Trust has enlisted the services of a security company, who have had a significant impact at the site in the short period of time they have been present. Further work is ongoing for a long term solution which is likely to involve community management of the location.

- 8.5 A large maternity (breeding) roost of Soprano Pipistrelle bats was confirmed at Fradley welcome station in July with a maximum count of 307 bats in one evening. This roost is an exceptional find for the Trust and is probably of county importance. Most of our other known roosts contain less than 30 bats. We are trying to find the best way of enabling the bats, volunteers and visitors to share the building, and exploring the possibility of setting up a webcam for visitors to view them.



- 8.6 Owing to lack of support from the WM combined authority we've been unable to secure emergency cycling and walking funds to improve towpaths, on road schemes are being prioritised. An £800k bid for towpaths in Worcester and Kidderminster has been submitted where the canal towpath would be a 'spine' for other routes to connect to. We are therefore concentrating efforts with local authorities on town deal, HS2, EFRID and LGF funds, in addition to the 4.4km currently being delivered in Coventry and in Stoke, bids include:

- Five schemes put forward for HS2 community fund.
- An additional bid put forward for Great Haywood to Milford Bridge in Staffordshire.
- Three Schemes put forward for EFRID – two in Shropshire and one in Staffordshire
- Town Deals totalling £8.2m for 39km in Burton on Trent, Rowley Regis, Smethwick, Walsall/Bloxwich, Wolverhampton and Worcestershire.

In addition we have been invited by Solihull MBC to bid for £1.4million to complete about 4.4km of towpath in Solihull using the Local Growth Fund.

- 8.7 A Listed Building Enforcement Notice has been issued to the Trust with regards to the Distillery (adjacent to the Roundhouse) installing a screen to the building without permission or consultation we are working with them to resolve the notice.



9. EAST MIDLANDS REGION

- 9.1 Significant Damage at Meadow Lane lock was sustained when a boater (it is believed) tried to suspend their boat in the lock to examine it. This has resulted in a closure of the navigation for three weeks. The boater's licence has been withdrawn and the police have investigated. The lock is repaired and reopened



- 9.2 Local AOM and regional Community Engagement Manager met with residents from Denton and Harlaxton in response to concerns about anti-social behaviour and unauthorised swimming at Denton Reservoir during the hot weather. Additional temporary signage has been put up on site and a follow-up meeting, to formalise voluntary activity through partner group agreement, has been organised.
- 9.3 During lockdown there has been some heritage crime/vandalism at the Foxton site with damage to brickwork on the inclined plane. We have had to temporarily fence off access to the plane until a more permanent solution can be found. There has also been an increase in antisocial behaviour in the evening, with youths gathering in cars to race around the site and reportedly deal drugs. Police have been informed.
- 9.4 We Chair the Nottingham VCS Strategy Group and are feeding into Black Lives Matter discussions and workshops taking place in the city. We have joined a working group looking at structural racism within organisations to ensure the Trust is seen locally as taking the matter seriously and looking for ways of improving. The region's RAB Chair has offered to work with colleagues to progress this issue.

10. NORTH WEST REGION

- 10.1 Over the summer unauthorised swimming at Combs and Sutton reservoirs has become a big local issue. We are working with the local Police and Fire & Rescue Service, installing new signage and throwlines and talking to the swimmers when asking them to leave, explaining the dangers of swimming in an operational reservoir.
- 10.2 There has been an increase of fly-tipping and ant-social behaviour. A burnt-out moped was left on the towpath, a motorbike discarded in the canal, wheelie bins thrown into the canal and a huge amount of rubbish thrown from a bridge near the motorway in Hyde. There have also been increasing fly-tipping problems at our compounds. We have reached a suitable solution to alleviate the ongoing issues.
- 
- 10.3 The Whaley Wharf Weekend community event, held at the transshipment warehouse on the first weekend in August to mark the first anniversary, was supported by the Trust with the branded events trailer
- 10.4 Volunteering
- 10.4.1 We re-introduced maintenance volunteers to help paint as many locks as possible whilst we were only performing essential works during lockdown. The extra help has eased the workload of our team and allowed them to perform other much needed tasks such as paddle repairs and step repairs at access points. On 18 August, ten volunteers took part in a canal clean-up in Middlewich. They cut back overgrown vegetation and removed 15 bin bags full of unwanted vegetation.
- 10.5 Volunteers at Sutton Reservoir have created picnic areas, a circular walk and a bird watching interpretation board to transform the reservoir into a visitor destination.
- 10.6 The team are working with the Green Flag team at Keep Britain Tidy to deliver a bespoke training package which will see a group of Trust colleagues trained and accredited as Green Flag judges and separate training will give the teams the tools they need to create a great Green Flag Management plan. We are also working with them to develop add-on accreditations linked with heritage and eco-schools.
- 10.7 The works to restore Toddbrook Reservoir reached an interim milestone with completion of the temporary repair project to the dam spillway and the opening of a popular reservoir footpath. A newsletter was distributed to 3,000 Whaley Bridge residents.. A complimentary story about the £100,000 refurbishment of the town's historic Grade II * listed transshipment warehouse also resulted in some great publicity. The building has been taken over by a community interest company and will be launched in October as a heritage craft skills centre, the centre will be used as a public venue for the consultation on rebuilding the reservoir in September.
- 10.7.1 With judging dates fast approaching, both the team and volunteers have been giving the area between Tib Lock and Princess Street Lock in Manchester some extra TLC with locks, railings, mooring bollards and the street furniture re-painted. We are also extending our cobbled garden to introduce more greenery to the city centre. It will be a challenge for this heavily industrialised area to gain GF accreditation.
- 

10.7.2 We are continuing to improve our access points to give our customers the best first and last impression as they get on and get off our network. The images show the Manchester team improving an access point on the Ashton Canal.



10.8 Museums & Attractions

10.8.1 Both Anderton Boat Lift and the Ellesmere Port National Waterways Museum successfully reopened to the public. The lift at Anderton reopened on 6 July, with the grounds and coffee shop reopening on 1 August. This also included an additional extension to the opening hours for boat lift passages. The National Waterways Museum in Ellesmere Port reopened on 20 July.

10.8.2 Feedback has been very positive from visitors about our measures including on social media. 99% have been willing to participate in the Test & Trace.

10.8.3 The statistics for both sites are, as expected, significantly reduced from 2019, visitor industry & ALVA (Association of Leading Visitor Attractions) indicated that visitor numbers would be an estimated 30% of 'normal' at that time of year at reopening, in comparison to previous years. Anderton is operating at 53% of visitor numbers and Ellesmere Port is 51.8%. With reduced offer at both attractions, income is lower than planned. We plan to re-establish the museum entry fee mid sept when we open the Island Warehouse to the public increasing the visitor experience.

10.9 As measures around lockdown have relaxed, we have been able to resume filming for the NW Regional Round Up, to maintain contact and dialogue with our teams.



11. YORKSHIRE & NORTH EAST REGION

11.1 Two new Green Flag sites of Tees Barrage Park and Selby Canal will be judged before the end of September. The existing Green Flag sites of Pocklington, Leeds & Liverpool, Chesterfield and Ripon will also receive a mystery shop commencing in September.

11.2 We have had nine applications for towpath ranger positions on the Huddersfield Broad/Narrow and Rochdale Canal. Four of these are now at the induction stage of the role local meetings are underway to train and progress the start date of the role.

11.3 Community Safety - The Leeds & Liverpool canal has seen a spike in complaints relating to safety on the towpath. We are looking to trial new technology to monitor cyclist speed, gather data and trial possible intervention to encourage safer use of towpaths alongside our share the space campaigns.

11.4 Recent hot weather has caused an increase in anti-social behaviour and unauthorised swimming. Lemonroyd, Knostrop, Woodlesford and Ferrybridge on the Aire & Calder Navigation, and Forge and Newlay on the Leeds-Liverpool canal are all popular sites. Pro-active media was undertaken with radio, printed press and social media in advance of the heatwave. Closer collaboration with the local Policing teams has also been instigated, with sites added to patrol routes for local police teams.

11.5 We have seen a substantial increase in enquiries/complaints concerning bins, litter and vegetation. This is due to the increase in usage during lockdown in locations where boats were moored up long term now with clean ups needed. We have missed the support of our volunteers in some of this work.

12. CUSTOMER SERVICE SUPPORT

12.1 Boating

12.1.1 Redacted

12.1.2 Redacted

12.1.3 Boaters' continue to have an increased level of engagement with us. As with the wider national picture, and while still prominent, dialogue surrounding coronavirus has reduced significantly over the last two months. Boaters' focus is now more on etiquette with cruising speed being a particular issue.

12.2 Boat Licensing Customer Support

12.2.1 Redacted

12.2.2 Redacted

12.2.3 An increase in licence evasion gives an indicative, national evasion rate of 5.2%, compared to 4.5% in March 2020 which is to be expected with the lockdown. With sightings and teams back to full strength and case work recommencing we will expect to see it returning to usual seasonal trends.

12.2.4 A small increase in approved Equality Adjustments is within normal monthly variance – the process appears to have been largely unaffected by Covid, with cases being managed, reviewed and renewed, where possible via phone, email and video call.

13. VOLUNTEERING

13.1.1 Volunteering update to end of August

Aspect	Value
Total hours	30,824 (same period last year 372,200)
Overall number of Trust Volunteers	3,119 (3,682)
Overall number of Partner Groups	357 (448)

13.1.2 We have asked out Trust volunteers to share their views on volunteering communications through the Covid crisis. Early feedback rates our performance as 3.6 on a scale of 1 to 5, so there is room for improvement. The survey has confirmed that our individual volunteers have very different needs and expectations from communications. When asked about regional updates, over 55% would appreciate at least one contact/communication each month.

13.1.3 27 talks have now been delivered to Trust volunteers and these continue to be very popular. We are working with the web-team and SEI directorate to use some of the recordings of the talks to take these to a broader audience.

13.1.4 Following a workshop last year on the Trust's proposals regarding the management of partner (restoration) groups undertaking construction works on our land, we have appointed the following groups as approved contractors:

- Wendover Arm Trust
- Montgomery Canal Reconstruction Ltd
- Grantham Canal Society

Pocklington Canal Amenity Society and Buckingham Canal Society have applications in progress.

13.2 Fisheries/Let's Fish

- 13.2.1 Several significant pollution incidents/fish mortalities during August: Aire & Calder Knottingley; Middlewich Branch; Shropshire Union Tyrley, Market Drayton; and Grantham Canal
- 13.2.2 Let's Fish recommenced on 18th July with agreed Covid procedures in place with an overall programme of over 150 events with a maximum participant number of 20 per event. Assessment and training of coaches will ensure the quality of coaching to allow reintroduction and growth of the programme. Every event venue will be audited on at least one occasion and subsequently some venues have been rejected as unsuitable.

14. BRAND, SUPPORTERS & INFLUENCE

- 14.1 On 7 August, Richard Parry and the North West Region hosted the Minister for Sport, Tourism & Heritage, Nigel Huddleston, for a visit to Anderton Boat Lift. Nigel was joined by Tatton MP, Esther McVey along with Joe Manning, who has recently taken up the role of CEO, Marketing Cheshire and Deputy CEO of the Cheshire and Warrington LEP. A very positive visit, the day consisted of a walk around the grounds of the ABL followed by a 'Top of the World' walking tour. The visit was well received and provided a great opportunity to highlight the Trust's value to the visitor economy and the wellbeing benefits the canals bring to local communities.
- 14.2 Y&NE regional director met Jason McCartney MP at Standedge Tunnel, walking the towpath to Marsden station. Jason was keen to support the Trust's bid to DfT for towpath improvements and has since written to DfT who have responded positively, illustrating the benefits in such engagement. Chris Heaton-Harris (Minister of State):
- 14.3 The EMS region arranged for Ruth Edwards, to visit the Grantham Canal in West Bridgford. Ruth met the regional director, some of the leadership team and representatives from Grantham Canal Society. The Chief Executive of Rushcliffe Borough Council also attended.
- 14.4 The North West region continues to see a big rise in constituent correspondence from its MPs, and a meeting is taking place with High Peak MP, Robert Lorgan, to discuss the outcomes of the High Peak Transport survey and opportunities for active travel.





APPENDIX 4: ASSET IMPROVEMENT REPORT

Simon Bamford, Asset Improvement Director.

1. PURPOSE

- 1.1 This appendix provides an update on the activities of the Asset Management function and the Asset repair and maintenance programmes.

2. Positives and Challenges

2.1 Positive progression

- 2.1.1 Retention and recruitment of engineers remains challenging; the vacancy count currently stands at 25% in Design & Development. In the short term, we are covering this gap with secondments from Arcadis. However, on a positive note we have recently started to see an improvement in the number and quality of CV's coming both through from our recruitment agency and via our website and we are reasonably confident that we will be able to fill most or all of the vacant posts.
- 2.1.2 The recruitment of a fleet manager has concluded when Steve Mulvaney joined the Trust on 1st September. Steve is already establishing contacts with key stakeholders and the supply chain to help us manage the risks associated with management of the fleet and driving.
- 2.1.3 Despite the wet weather in August we have made good progress with projects involving river works with the completion of Castleford Weir repairs, and the passing of significant risks at the four River Severn fish passes ahead of the increase in river flows in the autumn.

2.2 Challenges

- 2.2.1 Lock gate failures – since lockdown has lifted there have been 16 gate failures requiring emergency work. The majority of these have occurred following failures in the lock gate heel post. From a delivery perspective this has caused difficulties with maintaining the stable programme as in all cases the work needs to be undertaken as quickly and as safely as possible. The Asset Management team are investigating the cause of these failures.
- 2.2.2 There have been several new vacancies within Direct Services in critical delivery roles particularly in site supervisor and craft operative positions. With the stoppage season starting shortly the recruitment of these roles is vital to successfully deliver the winter stoppage programme.

3. Asset Management

3.1 Recent Asset Failures

- 3.1.1 In the last Board report, we reported the failure of the lock gate heel at Watford Lock 3, on the Leicester Line of the Grand Union. Further lock gate failures have occurred at Lock 32 and Lock 71 of the Grand Union, the Welford Lock on the Welford Arm of the Grand Union, Lock 48 at Worksop on the Chesterfield Canal and at Bingley 5-Rise Locks 25 and 26. The purchase of a resistograph (see innovation entry below) will help us detect internal decay and hence help us identify more accurately gates for replacement. We are planning to re-inspect all condition grade D and E gates using the resistograph within the next 12 months. An investigation is being carried to understand the root cause of the failures.
- 3.1.2 Weaver Navigation: there has been several issues including failure of the number 3 sluice gate at Winnington Sluices, further deterioration of the Town bridge bearings and failure of the island side ram on the bottom gates at Saltersford Locks. A strategy is being developed for the Weaver navigation which includes the Anderton boat lift, which is within scope of the high-risk infrastructure asset portfolio. The remaining works are not included in the high-risk infrastructure asset portfolio as they are largely customer service-related issues. The strategy is aimed at providing justification for the remaining works, enabling them to be included in the contract negotiations with Government.
- 3.1.3 Horbury Culvert is located at Horbury Bridge on the Calder and Hebble Navigation approximately 2.5km downstream of Figure of Three Bottom Lock. The culvert has been reported as leaking with up to 5 vortexes appearing at once across the length of the culvert. An inspection is to be undertaken by dewatering the canal in conjunction with the planned works at Figure of Three Lock (works currently being undertaken to rebuild the lock offside area including bywash channel, after Storm Ciara). As the deterioration has worsened since the February flooding events, future winter flooding from the River Calder could cause further deterioration. Flooding in this area has increased over the years with the culvert surcharging through the towpath access chamber causing damage to the towpath three times during the 2019 winter period alone.

3.2 Asset Management

- 3.2.1 Planning continues to scope out in more detail the works required to achieve the desired shift in risk for our high-risk infrastructure assets. This follows the initial planning and presentations to the Audit and Risk Committee and the Board in March, and the subsequent approval to proceed with more detailed scoping. This was discussed in detail in the newly formed Infrastructure Committee that was held for the first time on 2 September 2020.
- 3.2.2 Other high-risk assets include culverts, aqueducts, public road bridges, locks, the Anderton boat lift, tunnels and sluices. The plan is to shift the condition of 167 high risk assets to at least a condition grade B over the next 7 years. Some further remodelling has been completed assessing the impact of reducing the

high-risk infrastructure investment on the other high-risk assets by £30 million and extending the programme by 1 year.

- 3.2.3 A validation exercise has been completed for the other high risks assets to confirm the current high-risk assets within scope. For the earth structures, we have engaged Arcadis to develop an earth structure risk assessment methodology based on a Failure Modes and Effects Analysis (FMEA).

3.3 Innovation

- 3.3.1 A tool called a resistograph has been bought by the Trust to detect and measure internal wood decay in lock gate heels. Resistographs have been used successfully for the last 10 years in the electricity industry to measure internal decay of wood poles. The tool is a long drill which drills a small hole in the gate heel post with the resistance of the drill giving a measure of the degree of internal decay.



4. Redacted

5. Priority Projects

5.1 Overview

- 5.1.1 The priority projects programme is operating 'as normal' and on plan to deliver the revised F1 B20 Plan. Despite Covid 19 and the restrictions it has imposed we have had a very busy summer delivering more work than in recent summers, primarily due a number of significant projects like Saturday Bridge retaining wall, Stainton Aqueduct, Castleford Weir, Carr Mill Reservoir and River Crane Aqueduct continuing throughout the restrictions.

5.2 Safety

- 5.2.1 All Kier and L&WS sites have undertaken specific Covid-19 risk assessments and are operating safely within the guidance provided by the Construction Leadership Council. Weekly Covid-19 audits are being undertaken.

5.3 Financial & Programme Overview

- 5.3.1 93% of the B20 fixed implementation projects remain in the programme (the 3 deferrals are Bosley Reservoir, Barrowford Reservoir and Reservoir Surveillance project). Bosley and Barrowford Reservoir projects have been deferred to allow further development of the solution and are still on programme to be delivered within the S10 compliance date. The Reservoir Surveillance project was established to address access issues for surveillance visits but most of these

issues are being addressed within other projects with the remaining issues being reviewed for delivery in 2021. The implementation projects remaining in the programme are forecast at 96% (£26.3m) of the £27.4m F1 plan (comparison with the F1 plan for these 62 projects).

5.3.2 There have been 11 more Emergency projects since F1 contributing to a £1.1m over plan compared to F1. Significant arising projects include Albert Dock Gate, Winnington Sluices as well as Rivers Trent & Soar Spot Dredging and Sulby Reservoir.

5.3.3 There is currently a significant over plan in B21 and B22 is a result of arising reservoir projects being added to the programme with outputs from recent Tier 2 RARS; this needs further review as part of the forthcoming business planning round, to move expenditure back in line with the long-term model. The core programme expenditure has been reviewed with the regional engineers to reprioritise and is now in line with the budget forecast at B20.

5.4 Project Delivery Team Resources

5.4.1 Unfortunately, retention and recruitment of engineers in the design and development team remains challenging; the vacancy count currently stands at 25%. In the short term, we are covering this gap with secondments from Arcadis. On a positive note we have recently started to see an improvement in the number and quality of CV's coming through from our recruitment agency and we are reasonably confident that we will be able to fill most or all of the vacant posts.

5.5 River Crane Aqueduct, London

5.5.1 Works progressing well and due to complete by mid-September.



5.6 Castleford Weir

5.6.1 Permanent works are now complete, and the project has demobilised from site. Work is being done to review and agree flood related Compensation Events on the project.



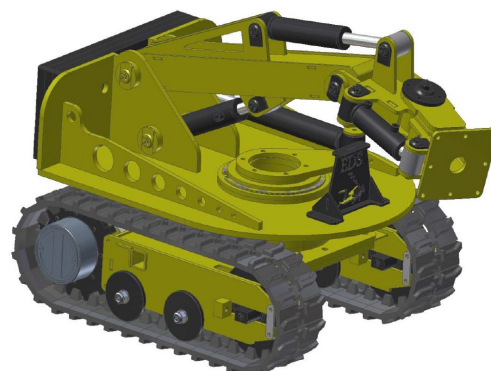
5.7 Stainton Aqueduct, Lancaster Canal

- 5.7.1 All aqueduct stonework wingwalls and walkway completed. Installation of the last item of work - rip-rap flood protection in the bed of the beck was completed at the end of August.



5.8 Carr Mill Reservoir, St. Helens

- 5.8.1 Phase 1 to the spillway and ancillary works are complete. The target cost has been agreed for Phase 2 and instruction for the valve replacement work has been issued. Valve replacement will be using an innovative ROV technique.



5.1 Saturday Bridge retaining wall, Birmingham

- 5.1.1 Works were successfully completed ahead of plan and the site has been demobilised. Ideas for a planting scheme to soften the impact of the concrete structure are being investigated.



6. Priority Works

6.1 Overview

- 6.1.1 The priority works programme is operating 'as normal' and on plan to deliver the revised F1 B20 Plan. Despite Covid 19 and the restrictions it has imposed the Direct Services teams returned to construction activities in June, with a full month's work starting in July. The lock gate manufacturing workshops also returned to work in June.

6.2 Safety

- 6.2.1 All Direct Services construction sites have undertaken specific Covid-19 risk assessments and are operating safely within the guidance and protocols provided by the Trust.
- 6.2.2 RIDDOR Incident – Stanley Ferry: Two teams of two carpenters were building the emergency lock gates for Lock 71 on the GU, one team on each lock gate leaf. A carpenter from one team was cutting planking timbers with a circular saw when the offcut measuring approximately 4" x 3" x 2" thick, flew off when the cut was complete and travelled approximately 2m and hit the carpenter from the other team. The carpenter sustained a cut & break to his index finger and graze to his head. Though the injury is not reportable the IP was signed off work for two weeks making it a RIDDOR reportable incident. Actions have been identified and implemented to prevent a repeat of this incident.

6.3 Financial & Programme Overview

- 6.3.1 Year to date the Direct Services budget is overspent by £390k compared to the revised B20 budget. The revised budget anticipated works programme starting up again in July, however the teams began work in June resulting in the overspend. Monthly forecasts continue to manage the overspend and ensure resources are productively deployed throughout the remainder of B20 whilst delivering cost savings to cover the overspend.
- 6.3.2 To the end of July, the priority works programme was expected to deliver 46 planned packages of works. At the end of July, the team had completed 43 planned tasks plus a further 14 arising or emergency works. As a result, six

planned packages of work have had to be deferred to future years to allow for the completion of these arising/emergency tasks.

6.4 Work Examples



Peasey Beck clearance works on the Lancaster Canal using remote controlled loader



Emergency works to Lock 52 Rochdale Canal replacing broken balance beam



Tarleton River Lock 8 – New sea gates and paddles installed



Black Star retaining wall rebuild on the Staffs and Worcester Canal



Reconstruction of offside wall at Drinkwater Lift Bridge, Oxford Canal, completed

6.5 Grantham Canal Restoration Project

- 6.5.1 Work recommenced in June with volunteers starting back after lockdown was lifted. Bottom gate anchor stones were delivered to site and installed.
- 6.5.2 The bottom set of gates have now started to be installed by Direct Services supported by volunteers on site.



7. Unlocking The Severn

7.1 River Severn Construction delivery – progress update

- 7.1.1 With the largely favourable weather conditions during July and August, the construction of all 4 fish passes has progressed well with Diglis, Bevere and Lincomb on plan for completion by their planned dates of end October, Mid-September, and end November respectively. The storm at the end of August led to delays in the coffer dam construction at Holt but soil nailing and excavation are ahead of plan so overall programme is not impacted and the end date is still March 2021.



Diglis Fish Pass – Resting pools and Viewing Gallery



Bevere Fish Pass nearing completion



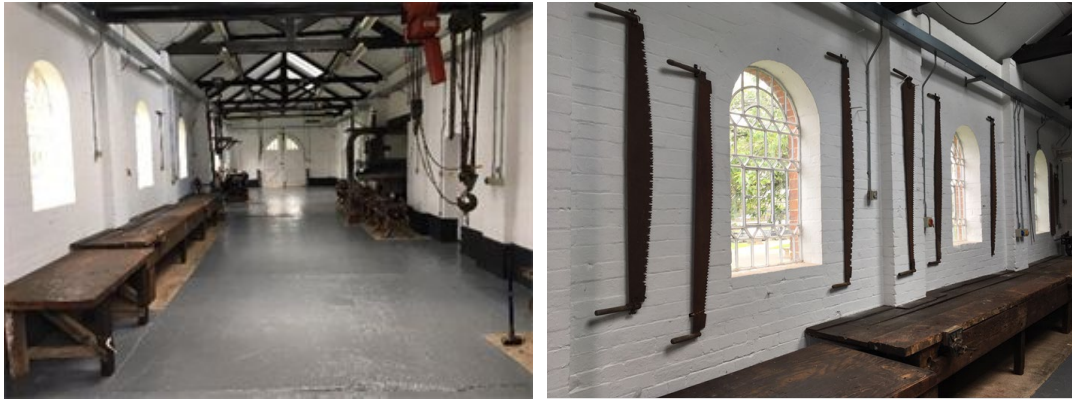
Lincomb Fish Pass



Holt weir - Temporary dam construction & soil nailing

7.2 Diglis Island

- 7.2.1 Following the winter flooding, decorators have repainted the workshop and the large machine previously in the centre of the workshop has been moved to the edges creating more usable space. As part of the animation of the space, the vintage original tools have been hung on the workshop walls.



Activity Plan / Interpretation / Communications – Workstream

7.3 Education

- 7.3.1 We have created new learning pack entitled Pesky Pollution that, along with accompanying teacher/parent notes, will be added to the collection online. Initial page views of 833 over April/May/June suggest the first 4 packs were well received.

7.4 Interpretation

- 7.4.1 All partner hubs have been contacted during the summer and have confirmed that they will host the mobile exhibition. The venues are all reopening with Covid-19 secure measures in place, and it is hoped the exhibition will help the venues bring audiences back. We have liaised with NLHF to keep them informed of developments.

7.5 Events

- 7.5.1 Plans for World Fish Migration Day are progressing well. This will include a virtual open day at the Diglis Fish Pass as the coronavirus situation prevents an in-person event. The planned date is Saturday 24th October.
- 7.5.2 We have continued to progress with Glimmer, our community arts project for World Fish Migration Day, including promoting the opportunity with Worcester Festival and Create Gloucestershire Arts Award.



Trust Board Meeting
24 September 2020
Information Report
Appendix 6 to Chief Executive's Report
Red text is confidential

APPENDIX 6: STRATEGY, ENGAGEMENT & IMPACT REPORT

Heather Clarke, Strategy, Engagement & Impact Director

The purpose of this report is to provide the Board of Trustees with an update on the key activities of the Strategy, Engagement & Impact Directorate since July 2020.

Redacted.

1 Government's Radical Planning Reforms in England

1.1 Summary of Proposals & Implications & Opportunities

The Government has launched "Planning for the Future", a White Paper to reform the planning system. The three proposals of most significance to the Trust are:

- The zoning of all land into three categories ('Growth', 'Renewal' and 'Protection') through Local Plans and the introduction of new routes to planning consent. The Trust will need to become a statutory consultee on local plans and the associated routes to planning permission. The Trust's waterways will also be zoned. 93% of our waterways already fall within existing designations that may be zoned as "protected" areas. We are currently considering whether the Trust should seek "protected area" zoning at a national level for the network.
- A fast-track for beautiful development, including permitted development rights for 'popular and replicable designs' following pattern books. We will seek a role in any new permitted development rights connected to these proposals.
- The introduction of a National Infrastructure Levy (NIL) to replace planning obligations and the Community Infrastructure Levy. The NIL may mean that many impacts of development on the Trust's network will not be mitigated. We will seek to ensure that in a new system we do not incur additional liabilities.

1.2 Government Engagement on the Planning Reforms

We have participated in one DEFRA and MHCLG ministerial roundtable meeting on planning system reforms jointly chaired by Rebecca Pow MP and Christopher Pincher MP.

Redacted.

1.3 Extension of Permitted Development Rights

The Government has introduced legislation to give PDR's for upward extensions and the demolition and replacement of certain property to create residential units. We have written to the Minister of State for Housing, Christopher Pincher MP and to the Deputy Director for Planning – Development Management at MHCLG to highlight our serious concerns over the removal of statutory consultation with the Trust on such development. We have requested that urgent consideration is given to amending the legislation to ensure that land stability is considered and that the Trust is appropriately consulted on such matters affecting our network and reservoirs. This legislation is currently subject to a third-party legal challenge which is due to be heard in October.

2 Charitable Income (Voluntary excluding Regular Individual Giving)

2.1 Historic England Grants Programme for Major Works

Historic England released a £34m funding programme to support the sector post Covid in August and invited the Trust to make a submission to this funding opportunity (within one week). The Trust was awarded £1.6m to support our programme of planned minor works and priority projects (worth c£4.53m) that are in plan for completion before end of this financial year.

2.2 Youth Futures Foundation

A substantial bid (c£5m over 5 years) was submitted to the Youth Futures Foundation in August for the development of a Waterways to Work programme for 14-24 year olds. If successful, the project will be delivered across the West Midlands in the first instance, engaging over 1600 young people. The programme includes: STEM, the creation of an online hub, several new apprentice roles and a 6-month training programme around social entrepreneurialism.

2.3 People's Postcode Lottery (PPL)

The Climate Action programme has now received final approval from PPL with £2million in funding through three lottery draws anticipated between September – December 2020.

Redacted.

2.4 EU Funding

Our current bid to EU Horizon fund for the project Blue Cities is pending. A decision is due imminently. The grant, if approved will be c£100,000 and will involve European wide research on the health benefits of inland waterways.

2.5 Welsh Government Cultural Recovery Fund

The Trust is working towards submitting a bid (up to £150K) under Welsh Government Cultural Recovery Fund, the deadline for applications is 30th September 2020.

3 Individual & Legacy Giving

3.1 Reactivation of F-2-F Fundraising Programme

We reactivated our face-to-face fundraising programme on 16th September. We have adopted an insight-driven and targeted approach, focussing on high yielding locations and have brought back our top performing agency fundraisers under the guidance of our new face-to-face fundraising development manager. We have also introduced a Covid-19 secure way of working using social distancing signs and equipment to ensure both the public and our teams can work safely.

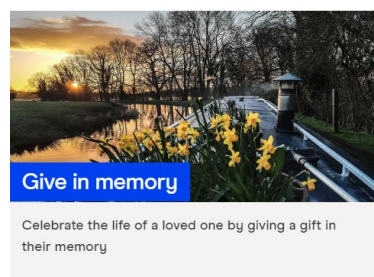
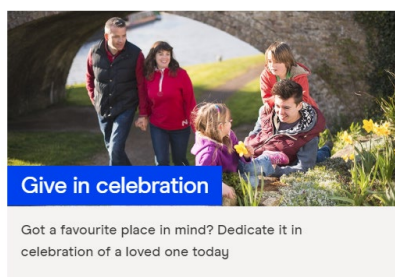
Due to the pause in face-to-face recruitment, the number of regular givers at the end of August was 28,653 which is down from 28,916 in July. **Redacted.**

3.2 New Lower-Entry Level Regular Giving Products

Our two new products – ‘A Place for us All’ and ‘Local Action against Global Pollution’ have acquired **redacted** new regular givers **redacted**. The campaigns have performed better with our marketing e-newsletter subscribers and less well through our direct digital marketing activities. We are continuing to analyse channels and results and refine our tactics accordingly. We are now working on creating a wildlife-led proposition with our new fundraising agency Cherry Tiger to launch and test at the end of the year.

3.3 In-Memory Dedication & Celebration Product

We had a soft launch our new in-memory dedication and celebration cash donation online product in mid-August and we will be promoting this more widely in October.



3.4 Waterways Charity Appeal

Grants have been shared across 43 local charities based on inland waterways in England and Wales each receiving a grant of £500 or £1,500.

3.5 Legacies

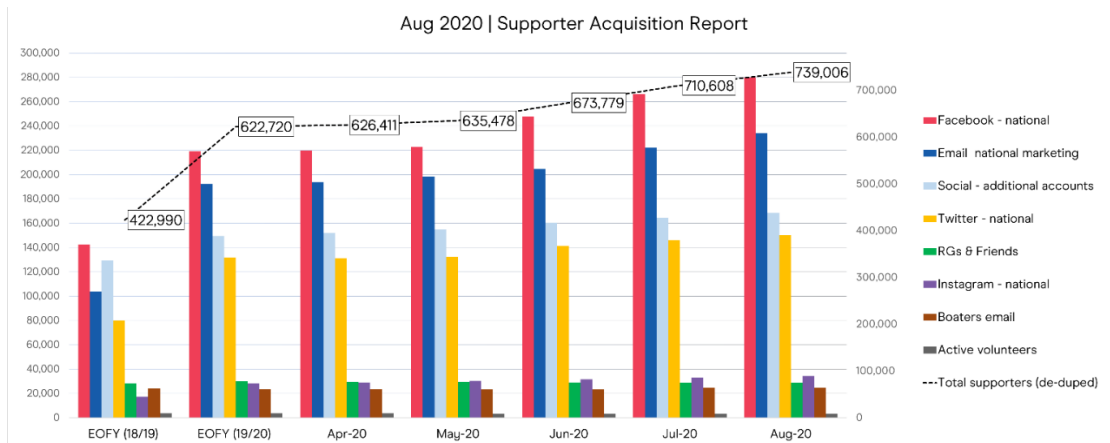
We have redesigned the legacy page on our website and promoted our membership of Remember A Charity, during their awareness week 7th - 13th September. **Redacted.**

4 Strategic Programme № 1 Brand & Support

4.1 Supporter Growth to Date

The Trust’s total supporter numbers as of 31st August 2020 was **739,049**. This a growth of over 65,270 in the past two months. In July we saw the biggest month of paid acquisition growth with over 40,000 new social and email supporters being acquired

through advertising activity. Aspirational and impressive waterway-led imagery and content are still the best performers.



4.2 Canal Boating Holidays Campaign

The #SummerOnTheWater campaign in mid-July to support the hire boat industry. National media coverage has included the Sunday Mirror, Sun, Express, the Times, and with the Daily Telegraph reporting that: *'canal boating has been this summer's on-trend staycation, with millennials steering the way.'* We have reached 1.6m individuals through our social channels, with 84,000 directly engaging with our content, and almost 5,000 landing on the web pages. We are now promoting #AutumnOnTheWater encouraging people to book their staycation for the October half-term. Operators have indicated that their bookings are also looking strong for this Autumn and Spring/Summer 2021.

4.3 Share the Space Campaign #StayKindSlowDown

Following increase in visitor numbers to our towpath and reported conflict, tied in with a growth in bike ownership, we have revisited our approach to our Share the Space campaign. We are focusing on speeding cyclists, asking them to slow down using the line #StayKindSlowDown as well as other interventions including improving our signage and gathering data from a pilot scheme on the Leeds & Liverpool to assess which types of physical interventions work best to slow cyclists down.

4.4 Plastics Challenge 2020 Campaign

Following on from summer campaign activity, the next push for this campaign will be during October half-term.

4.5 Celebrity & High-Profile Social Media Influencers

The Regent's 200th Anniversary has been a successful celebrity engagement opportunity with big name celebrities positively responding to our requests linked to our #CanalMemories. This included an Instagram post by Richard Branson (4.2m Instagram followers) with over 45k likes and nearly 700 comments. Coronation Street actress, This Morning regular and boater, Nicola Thorp, posted on both of her social media channels (50k Twitter followers and 53k Instagram followers) and TV presenter Penny Smith responded to our approach by covering the subject on her Saturday morning TalkRadio show (over 400k listeners). Macro influencer, The BaldHiker, live-

posted about his four-day canal walk from Leeds to Burnley to his 700k audience and met a variety of our colleagues and volunteers on his route, whilst including many of our key messages in his communication.

4.6 Digital Content

Our writing competition had 350 submissions, which have been judged by Ian McMillan. We will publish the five finalists and the winning entry on our website, social channels and e-newsletters. We are now looking at how we can use the submissions in various formats at events like Crick Boat Show and in our museums and attractions as an exhibition or a book to capture lockdown 2020 on the waterways.

We have continued to add fresh content to the 'canals at home' hub, which has now had over 175,000 views since launch with almost a half being from new or re-engaged users. Our virtual walk over the Pontcysyllte Aqueduct had over 50,000 impressions on social and over 2,000 visits to the website.

4.7 Signage

We have rebranded over 100 signs in the West Midlands along a 30km stretch on the Staffordshire & Worcester Canal in preparation for filming Channel 4's 'Great Canal Journeys' later this month.

Working closely with estates team, we have secured free advertising space:

- We ran digital brand awareness adverts across 150 bus shelters in Sheffield for a week in September.
- We have secured three 48-sheet digital roadside boards in Lancaster Gate Road in Birmingham and Ealing Road, Wembley where adverts will display for ten seconds, every ten minutes throughout the year.
- We have been offered free advertising space at five London sites from October onwards when the agency is unable to secure paid advertising for the boards.

4.8 Affiliation

Two further societies have now signed up (Etruria Museum and Boat Group, and The Beatrice Charity) to the Affiliation Model. These respectively represent over 250 members and volunteers. We have now purchased "State of Life" software which we will pilot with our inaugural Affiliate organisations to enable the outcomes generated on our waterways to be measured and captured, which is a key objective of the model.

4.9 Integrated CRM System

The CRM system build continues with key integrations being built into other Trust systems. The initial system and data structure build has been revealed and the robust training schedule for launch has been agreed.

5 Strategic Programme 2: Sustainability & Climate Action

Following feedback from the previous Board meeting, we are working with our consultants Sancroft on our proposed Sustainability & Climate Action statement. A full draft of the statement will be provided for comment at the next Board meeting.

PPL have confirmed approval for our Use of Funds proposal for the additional lottery draws supporting our climate action programme and we will begin delivery of these activities shortly.

6 Redacted

7 Heritage, Environment & Water

7.3 Heritage

The Heritage Alliance have elected to include 'Unlocking the Severn' and Grantham Canal Heritage Initiative in their forthcoming report on Heritage and Wellbeing, publication of which is expected later this month - both of which serve to demonstrate that the Trust is positively impacting on the wellbeing of individuals and their communities.

Redacted.

7.4 Environment

We have submitted an application to be considered as a pilot for development of the Government's "Biodiversity Net Gain" scheme which features in the Environment Bill. If successful this could resource ecological surveys of our waterways in key target areas and development of enhancement projects for future funding.

We have also registered to help develop the Government's natural environment Investment Readiness Fund – aimed at developing ways of securing private finance for environmental improvements such as carbon capture and biodiversity net gain.

We are working with our national waste contractor on a pilot to separate plastics out from our litter collections and reprocess them into a product we can reuse (for instance in making new canal-side benches or bins).

We are beginning a trial of a new low-emission diesel replacement fuel for our workboats. If successful this could form the medium-term measure for reduction of carbon and air polluting emissions from our boats, plant and road vehicles.

7.5 Water Management

There are continued opportunities for the Trust within the wider arena of the Water Resources National Framework. We are allocating some funding from our PPL-funded Sustainability & Climate Action programme to help strengthen our strategic planning around water resources, and are seeking additional support on this (e.g. through the WRMP24 process and from engagement with Regional Water Resources Groups).

Work is progressing well on the canal water transfer options included in the water company WRMP'19 plans, with particular focus on the GUC transfer scheme, with Severn Trent and Affinity Water jointly funding the Trust's time on assessing this scheme.

On the licensing of previously exempt abstractions we are awaiting the first few draft licences to be shared with us, to see how the Government policy on treating our abstractions has been interpreted into setting specific licence conditions.

Redacted.

We are drafting a submission to the EA's guidance for water company water resource planning (WRMP24) seeking stronger support for the role that third parties like the Trust can play in helping to meet the UK future water resource challenges.

8 Strategic Engagement & Participatory Development Work

8.3 Youth Engagement

We have recently relaunched our Youth Engagement Strategy 2020-2025. Following the Plastics Pack, the second set of youth focused resources – 'Waterways & Wellbeing' will be added to the website in September. A programme of future packs is under development which include – Arts, Climate Change, Water Safety and Doorstep Nature.

Recruitment for the Fellowship opportunity to encourage more young people onto our Regional Advisory Boards and National Advisory Groups will go live in September.

8.4 Learning & Skills

Throughout July and August, we promoted outdoor learning activities to schools, groups, families and children. Using mailshots to schools, the Explorers website and social media channels we shared resources. The highlight was the response we had to our Canal & River Challenge Badge as we distributed over 11,722 badges to group leaders and parents in just two months (compared to an annual distribution of around 2,000 badges).

We are working as part of a consortium coordinated by the Council for Learning Outside the Classroom (CLOtC) which aims to offer expertise and resources to schools, encouraging them to use different outdoor places to support children's health and wellbeing. The current focus is to support 6,000 schools in the most deprived areas to develop their curriculum and to take teaching beyond the classroom.

8.5 Health & Wellbeing

Following a successful bid to Sport England for post-covid activity in Pennine Lancashire, we are now developing a project funding proposal to implement a pilot programme of sustainable activity as part of the Commonwealth Games legacy.

The walking activity pilot with the Ramblers (with small groups) is provisionally expected to re-start in early October. We are currently exploring a collaboration with RSPB to encourage birdwatching on the canal network.

8.6 Arts & Culture

We are looking to re-commence our stalled arts programme, with an initial focus on the HS2 and Hinterlands projects which are funded and underway.

8.7 Ministry of Justice / Her Majesty's Prison & Probation Service

There has been a limited return of community rehabilitation programmes following a pause during the pandemic and HMPPS are looking for key partners who can re-start work programmes quickly and at scale. In August we presented our offer to 11 Community Rehabilitation Companies and now in dialogue with two new CRC companies (Manchester & Cheshire CRC and the West and North Yorkshire CRC).

9 Planning & Design – Statutory & Delivery

9.1 Statutory Consultee for Planning Applications

We responded to 979 planning application consultations in England & Wales in the period 1st April to 31st August 2020, which equated to 98% Compliance (response within 21 days or agreed extension) in England, and 100% in Wales.

9.2 HS2 Phase 1 – London to West Midlands

In April 2020, the Department for Transport gave “notice to proceed” to the four consortia of main contractors who are to design and construct the main elements of the railway. This instruction allows the contractors to commence work on around £12bn of civil engineering and other works. Interactions between the Trust and the contractors has continued to grow, as the Trust has multiple locations where HS2 impacts our network on Phase 1.

HS2 Limited continue to serve statutory notices on the Trust to either take temporary possession of our property to undertake works associated with the railway, or to notify the Trust of their intention to take permanent possession of our property where they feel it is essential.

A wide range of works affecting a number of sections of our canal network are currently underway or planned (including Coventry Canal, Lichfield Canal, Digbeth Canal, Paddington Arm, Birmingham and Fazeley Canal in North Warwickshire and the Grand Union Canal) - involving archaeological investigation, utilities and fencing works and vegetation clearance.

9.3 Funding opportunities relating to the HS2 project

We have been presenting our proposals for investment in towpath and access improvements which would provide safe alternative routes for walkers and cyclists in the vicinity of the new railway to the County Councils in order to access some of the Department for Transport £36 million fund.

The Trust has presented HS2 Limited and the Department for Transport with a series of potential “quick win” enhancements for walking, cycling and biodiversity on our network, that could be easily delivered by HS2 contractors as the railway is built.

Redacted.

9.4 Planning Permission at Store Street

The detailed planning application for a H₂O Urban scheme (for 66 shared equity apartments, in partnership with an affordable housing provider) on vacant land at Store

Street, Manchester was unanimously approved by the Committee, subject to the completion of a s106 agreement for affordable housing, and ward councillors spoke in support welcoming engagement that had taken place, the quality of the design, affordable housing and environmental measures with positive reference to the Trust.



Strategy, Engagement & Impact Director, September 2020