



**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 27 January 2022, 8.15am – 11.45am at DoubleTree by Hilton, Granary Wharf House, 2 Wharf Approach, Leeds LS1 4BR & MS Teams

**Present:**

Allan Leighton, Chair  
Dame Jenny Abramsky  
Ben Gordon  
Janet Hogben  
Sir Chris Kelly  
Jennie Price CBE  
Tim Reeve  
Sue Wilkinson

**In attendance:**

Richard Parry, Chief Executive  
Heather Clarke, Strategy, Engagement, and Impact Director  
Steve Dainty, Finance Director (via MS Teams)  
Tom Deards, Legal & Governance Director (via MS Teams)  
Anne Gardner-Aston, Director of Health & Safety  
Stuart Mills, Chief Investment Officer  
Karen Seth, People Director  
Julie Sharman, Chief Operating Officer  
Samantha Scholes, Corporate Governance Manager (minutes)

**Apologies:**

Nigel Annett CBE  
Sarah Whitney

**22/001 WELCOME & APOLOGIES**

The Chair welcomed all attendees to the meeting. Apologies had been received from Nigel Annett and Sarah Whitney.

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

The Board reflected upon its site visit one day earlier to Bingley Five Rise Locks. The Board commented that it had found the site visit to be interesting and informative.

**Redacted**

**22/002 DECLARATION OF INTERESTS (TRUST 577)**

The Board noted the Register of Interests report (Redacted).

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

**22/003 MINUTES AND SCHEDULE OF ACTIONS**

The minutes of the Board of Trustees meeting held on 25 November 2021 were approved as a true and accurate record.

The Redacted was noted by the Board. All actions were in progress or appeared on the agenda.

**22/004 HEALTH & SAFETY REPORT (TRUST 588)**

AGA presented her report (Redacted) and went through headline health and safety indicators.

Redacted

The Board thanked AGA for the report.

**22/005 GOVERNMENT GRANT REVIEW UPDATE (TRUST 589)**

The Government Grant Review Update (Redacted) was received by the Board.

Redacted

**22/006 TRUSTEE FIDUCIARY DUTIES (TRUST 590)**

The legal advice from Bates Wells (Redacted) on Board and Trustee decision making in a reduced funding scenario was received and discussed by the Board.

The Board thanked TD for coordinating the advice.

**22/007 VEGETATION MANAGEMENT CONTRACT AWARD (TRUST 591)**

Redacted

The Board thanked JS for the report.

**22/008 CANAL & RIVER REINSURANCE SALE (TRUST 592)**

SD presented an update (Redacted) on the sale of the Trust's Irish captive reinsurance subsidiary to the Board.

Redacted

The Board thanked SD for the report.

**22/009 GOVERNANCE REPORT (TRUST 593)**

TD presented the Governance Report (Redacted).

The Board noted the following matters:

- Redacted
- The submission of the Trust's Charity Commission Annual Return for the year 2020/21.
- The update on the External Board Effectiveness Review. TD agreed to follow up with the Deputy Chair to gather feedback from the Trustee's discussion from the previous evening.

The Board were happy to ratify the appointment (on the recommendation of the Appointments Committee) of:

- Helen Grantham as Chair of Yorkshire & North-East Regional Advisory Board from 1 March 2022 for a term of three years.
- The re-appointment Nigel Weatherill as Chair of the Yorkshire & North-East Regional Advisory Board from 1 March 2022 for a second term of three years.

The Board also ratified the re-appointment of Ahtesham Mahmood as a member of the East Midlands Regional Advisory Board from 1 December 2021 for a second term of three years.

Redacted

Redacted

Redacted

The Board thanked TD for the report.

**22/010 FORWARD PLAN (TRUST 594)**

The Board received the Forward Plan (Redacted).

**22/011 CHIEF EXECUTIVE'S REPORT (TRUST 595)**

The Chief Executive's Report (Redacted and Appendices 1, 2, Redacted) was received by the Board.

Redacted

**22/012 FINANCE DIRECTOR'S REPORT (TRUST 596)**

The Finance Director's Report (Redacted) was received by the Board.

The Board discussed the breakdown of infrastructure and programme costs and the need for greater efficiency and management of risks, which would be developed by the incoming Chief Investment and Programmes Officer and the new Head of Project Management.

Redacted

The Board thanked SD for the report.

**22/013 ANY OTHER BUSINESS**

There being no matters of further business, the Chair closed the meeting at 11.45am.

**Next meeting: 29 March 2022, Leicester**



Text in red confidential

## HEALTH & SAFETY REPORT

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

### 1. PURPOSE

- 1.1 This paper provides a review of Health and Safety performance for the period of October and November 2021 unless otherwise indicated. The report covers visitors, colleagues, volunteers and contractors.

- 1.2 Redacted

### 2. PERFORMANCE REPORT

Trust People AFR has not been adjusted re: reduced hours during Covid working or reduced volunteering hrs	End of Nov 2021 AFR	End of Sept 2021 AFR	End of November 2020 AFR	Target B21
Colleagues*	0.38	0.36	0.22	
Volunteers	0.68	0.82	0.41	
Contractors	0.39	0.47	0.39	
<b>Trust Overall</b>	<b>0.43</b>	<b>0.44</b>	<b>0.28</b>	<b>0.15</b>

\*Does not include the 9 COVID RIDDORs

RIDDOR Incidents (YTD)	October and November 2021	Current B21 YTD	Prior year B20 YTD
Colleagues*	3	11	4
Volunteers	0	5	2
Contractors	0	3	3
COVID	0	9	0
<b>Totals</b>	<b>3</b>	<b>28</b>	<b>9</b>

\*Does not include the 9 COVID RIDDORs

Fatalities	October and November 2021	Current B21 YTD	Prior year B20 YTD
Canal	8	17	20
River	0	6	4
Dock Marina or Towpath	0	2	6
<b>Totals</b>	<b>8</b>	<b>25</b>	<b>30</b>

Public Infrastructure Related Injuries	October and November 2021	Current B21 YTD	Prior year B20 YTD
Numbers of Reported Incidents	6	48	38

Positive Interventions	October and November 2021	Current B21 YTD	Prior year B20 YTD

Numbers of Reported Positive Interventions	916	2884	545
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### 3. Executive Director Summary

- 3.1 The headline safety performance in relation to accidents has improved very slightly in this period with the AFR at 0.43. A further three reportable injuries to employees occurred in the 2-month period to the end of November, all of which have been subject to investigation and root cause analysis. **Redacted**
- 3.2 There was a potentially serious incident involving an Asset Inspector at the beginning of January 2022. Whilst accessing the canal he was hit by a delivery van driving along the towpath, which doubles as a vehicle access to properties. He was very shaken but fortunately not hurt. The incident has been reported to the Police – they have indicated they think the driver may have deliberately hit the Inspector after the Inspector had asked him to slow down whilst driving along the towpath. An internal investigation has been completed and the Inspector has been offered follow-up support should this be required.
- 3.3 There has been another pleasing increase in the number of Positive Interventions recorded for the latest period, indicating a sustained willingness of colleagues to report proactive safety interventions. These reports are a rich source of data in respect of both learning and identifying best practice, and the central H&S team has now engaged the services of a Trust volunteer with a H&S background to assist in reading through the submissions and extracting useful information. This will also allow us to thank, and feed back to, the person who made the submission – an important factor in encouraging more reporting and increasing engagement.
- 3.4 At the last Board meeting in November 2021, Trustees requested information on measures that may have prevented nine colleagues becoming infected with COVID-19 at a training event in September 2021, and what further measures are now being taken to ensure that this situation does not arise again. Standard government guidelines were in place around hand sanitising, mask wearing whilst moving through common areas and social distancing as far as practicable. This was considered adequate at the time, as UK case numbers were decreasing and the control measures recommended by the Health and Safety Executive (HSE) were in place. In light of these cases, the Trust's COVID principles, risk assessment, protocols and toolbox talk were reviewed and updated in September, and again in December, with the requirement to carefully risk assess meetings and events and an additional control measure recommending that Lateral Flow Tests were carried out for all participants of larger gatherings. There have been no further workplace-related infections reported.
- 3.5 Recommendations from the recent Internal Audit report by Grant Thornton are on course for completion by the target date of end of January 2022. Actions are being taken in respect of improving the content and efficient delivery of H&S training, particularly on induction, and in relation to the risk profiling of contractors to ensure we manage our contracts and monitor their H&S performance in a way that is appropriate to the risk their activities present.
- 3.6 A project is underway to audit the H&S management of volunteers and their compliance with our Trust H&S standards. It is designed as a gap analysis so that there is a better

understanding of any knowledge gaps, access to relevant H&S information and adherence to compliance elements such as risk assessment completion. The audit report is anticipated towards the end of March 2022, and the findings will contribute to an overall review of volunteer safety and how the Trust can better align the H&S standards of employed colleagues and the volunteer cohort.

#### 4. Fatalities

- 4.1 There were eight fatalities reported. The current B21 year to date figure is 25, compared to 30 for the same period in B20. **Redacted**

#### 5. Public Safety

- 5.1 **Redacted**. Six incidents have been recorded in this period. We continue to be more diligent in reviewing our incidents, investigating the root cause and resolving any improvements identified.
- 5.2 The visitor risk assessment programme (VRA) for 2021/22 has commenced, **redacted**. The clearance of safety notifications from recent VRAs is also on target, **redacted**.
- 5.3 Every year during the winter months, migrating birds reintroduce avian flu into the UK, potentially infecting wild birds that they come into contact with. Cases have been particularly high this year and in response we launched a [new customer website](#) in December which explains the symptoms of avian flu and what to do if a customer discovers a dead or sick bird
- 5.4 'Natasha's Law' came into effect on the 1st October 2021 regarding food labelling which affects our museums and attractions. Each site manager has confirmed their compliance with this new requirement.

#### 6. Colleague Safety

- 6.1 Reports of positive COVID cases continue to rise, in line with national figures. There are no additional COVID RIDDORs to the nine already submitted, as detailed in the last board report. Where there is more than one case within a team or close contact group it is followed up to identify if there may have been workplace transmission. No such cases have been reported in this period.
- 6.2 We have issued two safety alerts since the last report: one detailing guidance for managers of volunteers working on vegetation and one sharing a HSE bulletin regarding the danger of emergency tree works.
- 6.3 Investigations – 42 investigations were required within the reporting period. Of these, 13 were for colleagues, one for contractor works, five for volunteer activities and 23 for incidents involving members of the public. At the time of writing, 60% (25) of these investigations had been completed. The satisfactory completion of incident investigations and their associated actions is a key leading indicator for improving H&S performance, so the relatively low figure will be addressed in the coming months.
- 6.4 Direct Services launched a suite of new safety posters, as an additional communication tool, which are now available for all colleagues to use. **Redacted**.

#### 7. Enforcement/Legal activity

- 7.1 There has been no contact from the HSE since 15 November 2021 in respect of the lifejacket issued to Clive Porter at the time of his death. They had previously requested information relating to the servicing schedule for lifejackets, and the service records for

the lifejacket that Clive was wearing. This information has been provided to both the HSE and the police as part of their respective investigations.

- 7.2 The trial of the man accused of Clive Porter's murder has been listed to start on 24 January 2022 for four weeks. Colleagues who are involved in the trial are being supported and guided through what to expect from the court case.
- 7.3 There are currently two Coroners' Inquests scheduled in respect of fatal incidents to members of the public on our waterways. One of these relates to a man who drowned in the West Midlands and is due to take place on 25 January 2022 - the Trust is named as an Interested Person in these proceedings. The other is in relation to a teenager who drowned whilst swimming at Elton Reservoir in Bury, for which the Regional Director for the North West has been called as a witness – this is currently listed for 17 February 2022.

## 8. H&S Improvement Plan – notable updates

- 8.1 As part of our safety improvement journey all managers have been asked to make sure that their staff have a H&S performance deliverable for 2022/23 as a means of increasing accountability. The central H&S team will complete a desk top sample audit of these deliverables in February 2022 to assess compliance with the requirement and discover any good practice that can be shared across the Trust.
- 8.2 Following the launch of the safety walks programme in May, we have recorded a total of 893 completed to end of December 2021. This an important part of our culture change programme to promote greater visibility of managers with our operational and construction teams reinforcing safety messaging. As with any new initiative there has been slower take up in some areas, due to a lack of understanding about how to undertake a safety walk, so video guidance has been produced to assist in increasing participation. **Redacted.**
- 8.3 The review of the quality of our mandatory safety training was completed in November. The subsequent report highlighted a variety of issues and good practice and the central H&S team have developed an appropriate action plan to commence discussions with HR colleagues and implement changes once agreed.
- 8.4 The target of 15,000 school children engaged in Water Safety Messages has been achieved. A total of 18,487 children have taken part in a water safety sessions as at December 2021, mainly through digital activities due to Covid restrictions.



Trust Board Meeting  
27 January 2022  
Information & Decision Report  
Trust 593  
**Confidential Wording in Red**

## **GOVERNANCE REPORT**

Tom Deards, Legal & Governance Director

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### **1 PURPOSE**

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

### **2 RECOMMENDATIONS**

The Board is asked to:

- 2.1 Consider the amendment to the Scheme of Delegation to raise the Board contract approval limit
- 2.2 Note the 2020-21 Charity Commission Annual Return
- 2.3 Note the External Board Effectiveness Review update
- 2.4 Ratify the appointment of Helen Grantham as Chair of the Yorkshire & North East Regional Advisory Board from 1 March 2022 for a term of three years.
- 2.5 Ratify the re-appointment of Nigel Weatherill as Chair of the Yorkshire & North East Regional Advisory Board from 1 March 2022 for a second term of three years.
- 2.6 Ratify the re-appointment of Ahtesham Mahmood as a member of the East Midlands Regional Advisory Board from 1 December 2021 or a second term of three years.

### **3 BOARD CONTRACT APPROVAL LIMIT**

- 3.1 In May 2019 the Board approved an amendment to the Trust's Scheme of Delegation to reduce the level of contract value (over the full term of the contract – including any contract extension or option to extend) for Board approval from £10m down to £2m.
- 3.2 This results in relatively low value contracts requiring full Board approval, particularly where the contract has the option to extend, as demonstrated in the table below

	Contract 1		Contract 2 (Extension)	
	Fixed period	Extension	Fixed period	Extension
Contract	2 years	2 years		2 years
Annual cost	£0.6m	£0.6m		£1.2m
Total cost	£1.2m	£1.2m		£2.4m
Total cost for approval	£2.4m		£2.4m	
Board approval	Yes		Yes	

- 3.3 By way of illustration, the contracts set out in Appendix 1 in the Resources Section of Diligent are due for renewal or extension during 2022/23 and would currently require full Board approval.
- 3.4 The Trust has established robust procurement processes for the review of contracts and has implemented new procurement models to drive delivery of efficiencies. For any significant or high impact requirements the Trust's Executive Procurement Committee are consulted for approval of the proposed procurement strategy.
- 3.5 It is proposed that the Board authorisation level in the Trust's Scheme of Delegation is increased from £2m to £5m. For 2022/23 this would reduce the anticipated number of contract/extensions requiring Board approval from 10 to 3.

#### 4 CHARITY COMISSION ANNUAL RETURN

- 4.1 The Trust submitted its Annual Return to the Charity Commission on 13 December 2021.
- 4.2 A copy of the Annual Return is included in the Resources section in Diligent.

#### 5 EXTERNAL BOARD EFFECTIVENESS REVIEW UPDATE

- 5.1 A copy of the final draft External Board Effectiveness Review carried out by Campbell Tickell in 2021 has been circulated to Trustees, ahead of a face-to-face discussion on the review is to be hosted by the Deputy Chair on 26 January.
- 5.2 The intention is to include a summary of the findings of the Review and the Trust response in the Governance Report to the March Board.

#### 6 RATIFICATION OF APPOINTMENT OF YORKSHIRE & NORTH EAST REGIONAL ADVISORY BOARD CHAIR

- 6.1 The Appointments Committee, at its meeting of 11 January, approved the appointment of Helen Grantham as Chair of the Yorkshire & North East Regional Advisory Board, for a term of 3 years.
- 6.2 Ratification of this appointment is sought by the Trust Board pursuant to the Trust

Rules. A copy of Helen Grantham's biographical information is included in Appendix 2 the Resources section in Diligent.

## **7 RATIFICATION OF APPOINTMENT OF NORTH WEST REGIONAL ADVISORY BOARD CHAIR**

7.1 The Appointment Committee (also at its meeting of 11 January) has also approve the re-appointment of Nigel Weatherill as Chair of the North West Regional Advisory Board, for a further 3 year term.

7.2 Ratification of this re-appointment is sought by the Trust Board pursuant to the Trust Rules.

## **8 RATIFICATION OF APPOINTMENT OF REGIONAL ADVISORY BOARD MEMBERS**

8.1 Ratification of the re-appointment of Ahtesham Mahmood as a member of the East Midlands Regional Advisory Board from 1 December 2021 for a second term of three years is sought.

8.2 Ratification of this re-appointment is sought by the Trust Board pursuant to the Trust Rules.

## **9 MINUTES OF BOARD COMMITTEES AND WORKING GROUPS**

9.1 The minutes of the following Committee and Working Group meetings are included in the Resources section in Diligent

- Redacted
- Redacted
- Redacted

9.2 The Remuneration Committee met on 12 January, however the minutes of this meeting are not provided for reasons of confidentiality.

## MEMORANDUM TO THE BOARD

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### CHIEF EXECUTIVE'S REPORT – JANUARY 2022

#### 1. INTRODUCTION

- 1.1 This report covers the period to the end of January 2022, with more recent updates where available.

#### 2. CORONAVIRUS

- 2.1 The period has been heavily impacted by the growth in Covid infections associated with the Omicron variant which caused many pre-Christmas activities to be cancelled or deferred with office hubs closed in December and those colleagues who could reverting to home working. Fortunately, we have only recorded a relatively low number of cases within the Trust with little impact on operational activities.

#### 3. INTERNAL ENGAGEMENT

- 3.1 Following the lower colleague pulse survey results, senior managers have been asked to focus on engagement activities with the Stay Connected programme carried forward to resume once Covid restrictions are relaxed from the end of January. We are planning ahead for the 10 Year anniversary of the Trust in July, with the outline plan attached at Appendix 2.

#### 4. EXTERNAL ENGAGEMENT

- 4.1 Political engagement has been intensified in accordance with the Grant review build-up. A series of 1-1 visits and virtual meetings have been held, with the parliamentary dinner re-arranged for 2 March. The Deputy Prime Minister came to Birmingham to see our partnership with the Ministry of Justice in action.

#### 5. PERFORMANCE

- 5.1 Appendix 1 sets out the 2021/22 key performance indicator results for the period to the end of November 2021. After the poor start to the year, Health & Safety performance continues to be above (worse than) the target for the year though the number of recent reportable incidents has fallen. Many other measures are currently below target, with the achievement of the year end position increasingly at risk. In particular, Friends recruitment has not picked up as well as we hoped in the autumn, with recruitment of towpath fundraisers proving difficult in the current job market.

#### 6. EXECUTIVE REPORTS

- 6.1 The full Executive reports are available for background reading in the Resources section. The highlights for each of the Directors' reports are summarised overleaf to provide Board members with a high-level summary of the key issues:

## ***Operations / Customer Service***

### ***Positives***

- The Christmas / New Year period was relatively free of weather events and incidents, compared with recent years, and the low number of Covid infections/isolations did not seriously impact the on-call cover rosters.
- Our new Head of Volunteering has started to make progress, gathering views from across our volunteer population, partly through a series of themed virtual 'cuppa & connect' sessions, to inform the development of the volunteering strategy.
- Following the disappointing colleague engagement survey considerable time and effort is being invested to review with colleagues and volunteers, to draw insight and create improvement actions
- Our second cohorts of 23 Kickstarters have commenced in Nottingham, Wolverhampton and Stalybridge, all linked to the local Operations teams.
- London Docklands Port Health Check MCA return visit audit went well with MCA impressed by the stronger accountability we are taking and how much had been achieved in a short space of time.

### ***Challenges***

- Redacted
- Despite suffering no major incidents, high winds caused large number of fallen trees during the period, some causing extended closures.
- Redacted

## ***Infrastructure & Programmes***

### ***Positives:***

- First phase of winter works largely completed as planned ahead of Christmas
- Positive improvements in safety performance in the last few months with no RIDDOR incidents in our in-house Construction teams since July 2021 with number of positive interventions and safety audits also improved.
- Commercial Vehicles – improved telematics system compliance achieved (log ins up to c.75%) with Daily vehicle checks also significantly higher.
- Some modest progress in recruitment with seven construction team vacancies filled.
- Initial feedback on the 20-year Apex plan from both Mott McDonald and Woodhouse Consulting has been positive.
- Redacted

### ***Challenges***

- Redacted
- Resource gaps within Construction teams meant that a proportion of the winter works (c.50 work packages) had to be delivered by contractors or deferred. Currently 22 vacancies and 14 long-term absences. With the expanding Asset Plan we also have c50 vacancies across the Programme Management Office and Project Delivery functions.

- Arising Lock and lock gate issues continue, along with a mix of leakage issues,

### ***Investment and Commercial***

#### ***Positives:***

- Redacted

#### ***Challenges:***

- Redacted

### ***Strategy, Engagement & Impact***

#### ***Positives:***

- We have appointed Birmingham poet Roy McFarlane as our new Canal Laureate who will work with the Trust and the Poetry Society to undertake a years' worth of poems and activities. Very positive first appearance on Radio 2 Good Morning Sunday programme.
- Rt. Hon. Dominic Raab MP, the Deputy Prime Minister and Justice Secretary visited Perry Barr on 13<sup>th</sup> January to see the Trust's partnership with the MoJ on its unpaid work programme accompanied by MoJ senior officials. Media coverage included Daily Mail and a positive local ITV news broadcast.
- Confirmation that we secured an additional £363k for Washwall repair works on the Hertford Union in addition to the £1.4m already awarded from the Historic England's Heritage Stimulus Recovery Programme.
- Successful phase 1 application to Sport England for System Partner status with provisional allocation of at least £1.6m, over three years, with further decision on phase 2 application is expected the end of March 2022.
- We have been invited to progress with a Stage 1 bid (c.£4m) for Anderton Boat Lift project with the National Lottery Heritage Fund (NHLF).
- We have submitted a Stage 1 bid (value c£234K) to the Wolfson Foundation for 'Raising the Big Boats' at the National Waterways Museum.
- The bid for our 2022/23 PPL funding (£2.5 million) was submitted in November, with our Impact Report for the PPL 2021 programme submitted in December (attached in Resources section).
- Our national Facebook page has had a strong growth rate of 1.89%, well ahead of comparator charities, and our website has performed well against the Charity Comms Digital Benchmark in November and December.
- We are developing a partnership with STEM Learning, the largest provider of STEM education and careers support. Our annual Winter Water Safety campaign reached nearly 19k participants.

#### ***Challenges:***

- Government Grant Review continues to absorb considerable time and focus.
- Redacted
- Redacted
- Redacted
- We have raised concerns with Defra, Natural England and the Environment Agency regarding proposals for how Biodiversity Net Gain will operate for our inland waterways,

particularly in relation to the current 'Biodiversity Metric', including a formal letter to the NE Chief Executive.

- We have also raised concerns with the Environment Agency over emerging detail in the consultation for moving water abstraction licensing within the wider environmental permitting framework - which risks imposing more stringent conditions on 'transfer' abstraction licences that the Trust is now being issued with by the Agency. We are also urging Government to take advantage of the move to environmental permitting to introduce more proportionate regulations around heat transfer schemes using the Trust's inland waterways which currently act as a disincentive for developers to bring forward schemes which benefit the wider environment in terms of reducing emissions.
- Emerging indications from the work to secure Mon & Brec Canal water supplies indicate that the complexity and cost of re-engineering some of the side feeders to the canal may be disproportionately costly, which may lead to a decision to formally abandon these sources and put even greater pressure on the main River Usk feeder to the Canal. The overall programme of activities to meet the statutory deadline of December 2022 for the new abstraction licences to be issued is showing delays.

### *People*

#### *Positives:*

- Consultations with trade unions on our 'Reimagining the Trust' package of changes is underway, focussing initially on establishing a new trade union agreement and the introduction of a new Code of Conduct.
- Redacted
- Regional Advisory Board Chair for Yorkshire & North East approved by Appointments Committee, pending Board ratification.
- Redacted
- 23 young people joined the Trust on 10 January for the second wave of Kickstart.

#### *Challenges:*

- Redacted
- We are developing plans to promote stronger colleague engagement with colleagues but external factors continue to restrict our efforts.
- Redacted

Chief Executive,  
January 2022

## APPENDIX 1: Key Performance Measures and Targets – 2020/21

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Nov 2021 YTD	Full year target	Prior year actual
			2021/22	2021/22	2020/21
Growing the number & satisfaction of users & visitors	Visitor Volume	No. of users & visitors to our waterways in typical two-week period within specified period	9.1m	9.5m	8.3m
	Satisfaction Rating - user & visitor experience	Towpath User Satisfaction	83%	86%	84%
		Boater Satisfaction	54%	67%	54%
Improving our public safety and health & safety of our colleagues	Public Safety	No. of reported incidents due to infrastructure	49	30 (YTD 20)	53
	Safety of our Colleagues	Combined employee, volunteer/ contractor RIDDOR accident frequency rating	0.43	0.20	0.25
Being inclusive - Growing the number of local users & BAME participant	Local Users & BAME Participation (1km)	% of local people (living within 1km) using our waterways regularly	48%	50%	48%
		% of local people from BAME communities using our waterways regularly	41%	50%	47%
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	74%	80%	76%
	Feel Safe by Water	Proportion of visitors to/users of the Trust's waterways rating their personal security as excellent or good	82%	82%	80%

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Nov 2021 YTD	Full year target	Prior year actual
Growing our brand awareness, particularly those living within 1km	Brand Awareness (All & 1km)	% of prompted awareness of the Trust among total population & local people	49% (all) 62% (1km)	50% (all) 65% (1km)	48% (all) 64% (1km)
Building a strong and broad supporter base	Supporter Growth	Nº of Supporters (active & passive)	1,068,813	1,000,000	883,947
		Nº of active Friends & other regular individual donors	27,648	35,000	27,721
Improving colleague engagement & diversity of those working & volunteering for C&RT	Diversity	% of colleagues from BAME background	5.0%	6.0%	4.8%
		D&I - % of recent hires BaME	6.9%	12.5%	11.4%
	Colleague Engagement (Employee/ Volunteers)	Colleague engagement score	59%	72%	67%
		Volunteers	73%	76%	74%
Expanding our volunteer base/impact	Active Volunteers	No. of volunteer hours	405,747	600,000 (YTD 400,000)	236,803
		No. of active Trust volunteers	3,358	3,500	2,214
Defra Waterway Targets – improving our waterways/ assets	Towpath Condition	Towpath condition graded C or better	<i>Annual KPI</i>	>80%	81.32%
	Principal Assets	Principal assets grade C or better	87.19%	>86.5%	87.11%
	Flood Management	Condition of flood management assets graded C or better	<i>Annual KPI</i>	>99%	99.43%

## APPENDIX 2 - TRUST 10-YEAR ANNIVERSARY PLANS

### 1 INTRODUCTION

- 1.1 In 2022 the Trust celebrates its 10-year anniversary. It is a good opportunity for us to mark the occasion amongst our colleagues, volunteers, supporters and partners with a celebration and publicly (to a lesser extent) with marketing and communications activity to promote awareness and advocacy. We propose to use this milestone to recognise the progress and impact that the Trust has made over the past 10 years in the face of an ageing infrastructure and rising climate change pressures.

### 2 OVERVIEW

- 2.1 We plan to mark our 10th anniversary internally and externally with a 'moment'. A programme of activities would build over a number of weeks in June/July, culminating in an event on Tuesday 12th July, the anniversary of when the Trust was publicly launched. We hope that a reception hosted by our Patron HRH Prince of Wales can also be secured.

### 3 DETAILED PLANS

We have identified key audiences and activities to mark the occasion as follows:

Audience	Approach
<b>Our people (colleagues and volunteers)</b>	Replicate the picnic approach used for the relaunch. Set date, time and places with a film, recorded message from Richard and Allan. (Involve former trustees / Execs?) Include Let's programme activities
<b>Our People (colleagues)</b>	Revamped Internal Awards
<b>Our Patron</b>	Patron Reception at Highgrove or Clarence House
<b>MPs and opinion formers</b>	Parliamentary Reception and Welsh Assembly event
<b>Governance (Board, Council, RABs etc)</b>	Celebration reception or event (virtual or in-person) – tie in with planned meetings? Roundhouse?
<b>Active Supporters (Friends/volunteers etc)</b>	'Thank you' message / film
<b>Passive Supporters</b>	Use newsletter, Social Media/ Website/ Email
<b>Regional PR</b>	Press release – locally
<b>Local (1km audience)</b>	Virtual Challenge Targeted household door-drop / digital ads to 'invite' to celebrate the Trust and their canals
<b>Celebs / influencers</b>	Convey messages of support on social channels
<b>Affiliates and partners</b>	TBC
<b>Regional key stakeholders</b>	RDs to think about regional receptions with key stakeholder as part of celebrations – RDs Link to Commonwealth Games (starts 28 July)
<b>Boaters / Anglers etc</b>	Involve via Comms plan



## OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

### 1. PURPOSE

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

### 2. OPERATIONS

- 2.1 We are seeing an upturn in the number of positive Covid cases reported.
- 2.2 Vegetation Management Contract Tender. A paper for approval for contract awards is contained within the board papers.
- 2.3 National Mowing Trial – trial completed in 2021, reviewed and recommendations will be adopted. This will see towpath cuts reduced by 1 cut across the parts of the network, but at the same time reduce the degree of vegetation on the towpath edge, a customer frustration. The aim is to achieve better ecology in the towpath, as well as cost savings, the revised mowing regimes will be introduced with the new contracts from April.
- 2.4 Ports Update
- 2.4.1 Recruitment completed for Y&NE Harbour Master following colleague retirement.
- 2.4.2 Update on action plan – this is being reviewed for B22 by the Harbour Management Board
- 2.5 Storm Arwen
- 2.5.1 Over 100 windblown trees removed as result of Storm Arwen with significant support from contractor partners at a cost in excess of £100k. Colleagues, volunteers and contractors performed well as blocked towpaths & navigations were quickly reopened.
- 2.5.2 The Monmouthshire and Brecon Canal was severely affected with approximately 45 fallen trees. Some of these were large and in rural locations making access challenging. Large plant was required to aid clearances, some of which needed special mobilisation.
- 2.5.3 Storm Arwen caused significant damage to the NW Museum roof. We had to cancel conferences and room bookings, and partly close the site. A temporary fix to the Island Warehouse ensured that the museum’s collection remained dry, repairs to the conference centre roof were completed by the end of December. Elsewhere, the team has responded to a range of local damage – for example traffic control systems at swing bridges damaged in the storms.
- 2.6 Storm Barra – this early December weather further affected our operational response at Toddbrook Reservoir- The reservoir has required 24-hour cover over 6 weeks prior to Christmas which has left the regional teams short of resources and with difficulty in



maintaining cover. Additional contract resources were secured before Christmas to ensure obligations could be met.

## 2.7 Other Operational Incidents

2.7.1 EMS: Heavy rains exposed voids behind the lock walls and under the floor of the chamber of Lock 3 on the Watford Flight. An emergency stoppage took place with local volunteers playing a key role in helping to set up site. A further stoppage is planned for January including a virtual open day.

2.7.2 Y&NE: Eshton Lock (Leeds Liverpool) – Movement of the lock wall has led to lock closure. Temporary works have enabled site investigations to be completed. The permanent repairs will continue into the boating season.

2.7.3 Y&NE: Oxclose Lock (Ripon Canal) – There has been a recurrence of leaks affecting the lock structure and navigability. The lock was closed for 3 months in 2021 season due to voids under the lock invert, which were repaired under and emergency closure. The latest issues relate to voids under the quadrant, emergency repairs are being scoped for delivery as soon as possible.

## 2.8 Emerging Risks

2.8.1 High Risk Embankment Maintenance and Reservoir Management - A review of vegetation management for principal and non-principal embankments and reservoirs has identified a requirement for significantly more cutting to facilitate proper inspection. Estimated value of embankment works backlog is c.£1.2m, c.£0.5m with ongoing annual maintenance costs. Current reservoir vegetation backlog works, c£0.7m outstanding.

2.9 Mon & Brec Canal water supplies. A draft report on Arcadis' work on the feasibility study for re-engineering the abstraction control structures, as well as construction of a new pumped abstraction from the Afon Lwyd, has been received and reviewed. Indications are that re-engineering the essential side feeders to the canal could be disproportionately costly. This may lead to a decision to formally abandon these sources requiring Executive and Bwrdd involvement in due course. There remains an on-going risk to the water supply for this canal.

2.10 Hebden Bridge Flood Alleviation Scheme. We are entering into arbitration with the EA on their refusal to adhere to our Code of Practice for 3<sup>rd</sup> party works. This will be a test case between us. No work will commence on site until legal agreements are resolved.

## 3. ORGANISATION

### 3.1 Redacted

### 3.2 Advisory Boards

3.2.1 Sir William Atkinson has retired as Chair of the L&SE RAB recruitment for a replacement chair is underway, at present no candidates have been shortlisted.

### 3.2.2 Redacted

## 4. LONDON & SOUTH EAST REGION

4.1 Oxford Phase 3 towpath improvements nearing completion. Following customer feedback, speed calming measures have been co-designed and installed. A Stay Kind, Slow Down campaign is being organised on site. Speed Information Displays (SID) will be used to aid the campaign (these are electronic speed indicators).

- 4.2 A presentation on our Oxford Towpath works and aspirations for Oxford was made to the Oxford Blue and Green network. Attendees included 3 councillors, all appreciative of the work being done and the difficult stakeholder situations we have to manage.
- 4.3 Camden eco-mooring is nearing completion. LB Camden are keen to have an inaugural opening with the Mayor of London and we are working with them to achieve this.
- 4.4 Contact has been made with key Leighton Buzzard political stakeholders to engage with them on the Leighton Buzzard Sustrans/DfT Active Travel Fund towpath improvement project. Leighton Linlade Town Council and the Ouzel Valley Partnership have been briefed through a very supportive session with councillors.
- 4.5 Development of the Southall Wellbeing Way project is strengthening our relationship with Ealing Council and the GLA, and we have been invited to make a grant application.
- 4.6 Hillingdon Canals Partnership meeting in November discussed local initiatives and issues. The Partnership offered support to promote #ActNowforCanals and working together on walking for health, social prescribing, outdoor classrooms and Green Flag.
- 4.6.1 We will launch a London Boaters' Newsletter in January aimed at providing positive engagement with the London Boating community in a monthly mail out. We have recently employed a communications agency, Campaign Collective, to support our London communications. The newsletter will be brief and directed at the London customers focussing on improvements/works in the region.
- 4.6.2 Water Safety Zone - As part of the next stage to 'apply existing rule' our focus is on communicating and educating boaters about the existing no-mooring sections. We have continued increased towpath patrols with extra staff from District Enforcement and installed new signs to make clear where the no-mooring sections are. Unfortunately, most of the signage installed on the Lower Lee has been vandalised or removed and we are replacing at a cost c£10k. Installation of signage in the Broxbourne WSZ section has been delayed until this month to reduce the risk of vandalism and to time it with the start of the improper mooring process enforcement. Until then, patrols continue to engage with boaters to advise and inform. An Improper Mooring Card to support the process has been created and will be available to use by the Rangers and License Support Rangers.
- 4.7 14 abandoned/sunken boats removed across the region by the Licensing team YTD; including 9 between October and December. 2 were taken from prime locations including Paddington Basin and Regents Canal.
- 4.8 Our expression of interest to the GLA Green and Resilient Spaces fund was successful and we have been invited to submit a Stage 2 application for the Southall Grand Union Canal Wellbeing Way project. The bid will be for £750k (£260k funded by Ealing Council and £75k from the Trust over 2 years), to be jointly delivered. The project would fund towpath and access improvements in Southall, along with improvements to adjacent canalside green spaces and provide opportunities to grow volunteering.



- 4.9 We are working with the local community/Haringey Council to identify suitable sites to improve Street art on the Lea navigation as part of the 'Art 4 Haringey' initiative; part of the community roots project. We are hoping to reduce the amount of removal work.



- 4.10 Community Roots Brent: A successful autumn, with the introduction of Let's Bird Watch, and continuing Let's Run and Let's Meditate at Brent Reservoir, continuing to engage with local individuals but attracting people from across London. Let's Meditate online has welcomed over 350 people to enjoy nature virtually at the Reservoir. In Alperton, through the local Art Studio, 6 Let's Create Workshops allowed people to embrace the landscape, using resources from along the towpath to create art.

- 4.11 As part of Black History Month, Harbinger Primary School (Docklands) undertook an educational project focussing on the history of the slave trade in the Docklands. One class designed a set of 12 flags which were displayed at the Museum of London Docklands Winter Festival in November.



- 4.12 The Joint Vision publication and action plan is being finalised for launch in the New Year, including a public exhibition at the Welsh Harp environmental education centre in early 2022. The project has been launched by the strategic partners (councils, GLA, Wildlife Trust) as a blueprint for transformational, collaborative working.

## 5. WALES & SOUTH WEST REGION

- 5.1 The K&A breach repair has now been completed and navigation reopened. The breach was caused by a bank failure above the Lock at Burghfield in late October, with water running back into the river around the side of the weir. As a result, the navigation was closed. Our information feed via Twitter has shared updates and been popular. Drone footage of the failure can be found here:



<https://twitter.com/CRTWalesandSW/status/1465704719666479107>

- 5.2 Over the past year we have seen a significant reduction in complaint numbers relating to anti-social behavior and mooring on the western K&A; together with improvements in our relationship with local stakeholders, including the council and Police.

- 5.3 A new boat is arriving this month which is designed for volunteers to tackle vegetation on the River Severn partings, and clear litter and debris from hard-to-reach sections of Gloucester Docks. Another new vessel, Nelson, has been launched and will be used to further expand our existing volunteering groups on the River Avon.



- 5.4 Volunteers have completed PPM ahead of schedule and are supporting our winter works programme, including lock gate clearances for inspections.



- 5.5 Our 'Stories with Santa' ran throughout December multiple sessions ran Wednesdays and Saturdays with good uptake at weekends which sold out quickly. Session sizes were reduced for Covid but were able to proceed safely with the introduction of an 'elf and safety line' to socially distance customers from Santa.

- 5.6 Water Safety: Regional charity Severn Area Rescue Association (SARA) have been contacted to discuss including Explorers in their 2022 family charity events. The plan is for Explorers to include our SAFE water safety programme using the Spot the Dangers poster and water safety activity sheets.



- 5.7 Community Roots Engagement Coordinator appointed for Torfaen. One of her first tasks will be to connect with the newly appointed Torfaen CBC Canals Officer and the community organisations linked to the canal in Torfaen.

- 5.8 Work has continued to fulfil our Welsh language commitment and bilingual materials have been produced including junior Lock keeper certificates and a temporary interpretation panel for winter works - 1 of 20 new Wildlife Trail signs produced for the Montgomery Canal. 5 bilingual boater information board posters have also been produced.



- 5.9 Canals Communities & Wellbeing: The Welsh Government has made an Enabling Natural Resources and Wellbeing (ENRaW) 100% funding offer for a £840k partnership programme focused on the Monmouthshire & Brecon and Montgomery Canals, to start immediately and run to May 2023. With partners Powys CC, Brecon Beacons National Park Authority & Wildlife Trusts. Infrastructure works will include bank protection, towpath resurfacing, biodiversity enhancements and improvement to linking rights of way; plus physical and virtual interpretation, and an engagement programme,

- 5.10 Montgomery Canal funding

- 5.10.1 Montgomery Restoration Community Renewal Fund: UK Gov. has offered £330k towards £360k for full feasibility and exploratory works for the infrastructure works required to open the Canal to navigation. Includes consideration of 3 new nature reserves and the Arddleen drop lock. Montgomery Waterway Restoration Trust have contributed £25k. This will inform delivery of the £14.5m Levelling Up Fund project plus the 2 major road crossings – this element will deliver the restoration of navigation from Llanymynech to Arddleen. The inception meeting was held in December.

- 5.10.2 Approximately £14 million in funding from the Government's UK Levelling Up Fund has been secured. This is the largest single investment made in improving and securing the long-term future of canals in Wales prior to the more recent Mid Wales growth deal announced this month below.

- 5.10.3 The £110m Mid Wales Growth Deal has been signed by UK and Welsh Govt, Ceredigion and Powys County Councils. The Montgomery canal full restoration cost (£24.4m) was included on the initial project list for funding. [Ambitious Mid Wales Growth Deal signed | Cambrian News \(cambrian-news.co.uk\)](https://www.cambrian-news.co.uk/news/ambitious-mid-wales-growth-deal-signed)

- 5.11 Llangollen Canal - access to the 11-mile UNESCO World Heritage Site will be improved through another [levelling up funding success](#). The £13.3m award will fund greater movement of visitors to the area encouraging cross border tourism. The project will include improvements to Trevor Basin, including the relocation of the hire boat base at the Aqueduct and the footpaths around it. Approximately £2m of the award will be delivered by the Trust.

## 6. WEST MIDLANDS REGION

- 6.1 Commonwealth Games 2022. We will soon move from *Getting Games Ready*, to *Games On*. With most of the planned physical improvements nearing conclusion, we are moving to delivery of the critical activities that will raise brand, increase activity and secure legacy. Working with the Commonwealth Games Legacy Team and the development of the GEN22 £100k bid for youth volunteering.
- 6.2 Coventry City of Culture 2021 is now well established, with many activities running in the Basin and the canal to Hawksbury Junction. Notable is the ongoing school engagement through Tacuna (the floating classroom on the canal), and the Random String Festival. The tempo has been less in Winter but will pick up with the year extended until May 2022 due to early Covid restrictions.
- 6.3 Bridge 37 Hazelhurst (Caldon Canal). The long process of considering design options and coming to agreement with Historic England and local conservation authorities for the locally sensitive historic bridge replacement. Start dates now extending to early 2023.
- 6.4 Earlswood Lakes - £1.6m improvement works now completed to ensure the reservoirs are compliant with legislation. As well as strengthening the dams, installing drainage in the embankment and dredging the Canal Feeder Channel, 2 sections of footpath have been upgraded, new angling platforms added, and wildlife habitat enhanced. Although there has been significant environmental improvement, local resident expectations and management of conflict among the diverse users is likely to remain a challenge.
- 6.5 The new Grantham Art Prize mural 'Our Home Too' on the Trent and Mersey Canal at Middleport is one of 7 winners in a nationwide competition. This was part of a partnership with Imperial College London, The Grantham Institute and Potteries Museum and Art Gallery. The prize's theme was biodiversity, to tie in with the UN's COP 26 conference, and the chosen entry featuring locally scarce species.
- 6.6 Over the last year Environmental Scientists have been sampling water from 20 locations across the region. The data will provide us an overview of the general water quality and highlight areas where attention is required to understand the reasons for poor water quality. This is the first project of its kind which the Trust has undertaken.
- 6.7 Air Quality monitoring project. Working with the University of Birmingham to engage post graduate students to take on this project as part of a master's degree. We will supply the students with the monitoring equipment to try and demonstrate the difference in air quality between the canals and the adjacent busy roads. We believe that we will be able to use the data to promote the canals as greener, cleaner, safer routes - focus will be around the Commonwealth Games locations.
- 6.8 Festival of Light – Galton Valley Smethwick. Partnering with Echo Sikhs, we celebrated the festival of light by illuminating the historic Galton Bridge. Members of the community lit biodegradable candles and lights which is part of the celebration and commemorated the Diwali.



6.9 Let's Walk

6.9.1 Galton Valley Canal – Sandwell. In partnership with Sandwell MBC, we organised a Let's Walk session with some of the newly arrived community from Afghanistan. Grand Union Canal with Go Women's Alliance (GOAL) (in partnership with TAWS) - a group of newly arrived communities. The group have been walking on a weekly basis and have planted bulbs along the Grand Union Canal. Tame Valley Canal with New Hope Global. A men's wellbeing walking group designed to give a safe space to promote positive mental wellbeing.



7. EAST MIDLANDS REGION

7.1 We have launched the Leicester Waterways Improvement Partnership which, it is hoped, will replicate the success of the Nottingham Canal Improvement Partnership. The launch was attended by councillors and officers from Leicester City Council, Prince's Trust, Public Health, volunteer groups and Leicester University amongst others. The aim is to implement the ideas in our vision document and bring together key partners in the city to develop projects and identify funding to help us enhance the waterway.

7.2 Nottingham Canal Improvement Partnership continues strongly. In November over 30 people from 6 groups joined a 'Bench Design' workshop facilitated by Farrer Huxley Landscape Architects and an Associate Artist from the Nottingham Contemporary art gallery. Participants included young people with hidden disabilities, older stroke casualties, a mental health support group, boaters and Trust volunteers, people who have attended our social prescribing wellbeing sessions and a group of people of African Caribbean heritage interested in raising awareness of the links of heritage buildings to the transatlantic black slave trade.



7.3 Foxton Locks – A great success in 2021 has been the introduction of Welcome Hosts to guide visitors around the site and support with delivering events and other programmes. Every month since June they have guided hundreds of visitors around the site, bringing to life the stories of Foxton. There has been great feedback from customers, one recent visitor commented “... hearing about the history and engineering has been a revelation. We had no idea about how the staircase locks worked...”. New walking trails are being developed and more volunteers sought for the spring.

7.4 A successful evening event at Lime Kiln Lock, Waterside Diwali Celebration. Nearly 400 people attended, and feedback from the families was very positive. The Trust's Community Roots Coordinator was interviewed on BBC Radio Leicester to discuss the event and its impact, which was repeated throughout the day.



7.5 To date 284 people have benefitted from the Nottingham Waterways & Wellbeing programme which has delivered wintertime wellbeing walks and narrowboat experiences. The programme has supported a wide range of groups and individuals. Planning for new activities including wellbeing running activities and wellbeing work parties for early spring. We have secured a further year's funding to continue the project. Additionally in Leicestershire we have secured funding from three district councils and public health to develop a similar social prescribing project.

7.6 We are running a study to review our Towpath Ranger offer. The aim is to understand how volunteering as a ranger impacts health and wellbeing, and actions the Trust could take to improve our offer. The scheme is being funded by the People's Postcode Lottery and the research is being conducted by Kids Connections, to date 57 individuals have registered interest with 15 having undertaken their induction.

7.7 In Lincoln, the Canoe Club restarted their discharge surveys, using the Trust's smartphone app with our Environmental Scientist. British Canoeing are keen to continue this elsewhere in the region and beyond.



7.8 We are developing a fruitful relationship with Madani School, (Islamic faith school, traditionally not engaged with the waterways). We attended their annual careers and volunteering fair contacting over 300 students and parents regarding the Trust's work and opportunities we offer to young people through apprenticeships and Kickstart. The school has participated in Plastics Challenge, 140 pupils collected 105kg of rubbish.

7.9 EM organised a paddleboarding session with the Chief Executive and Trustees of Market Harborough Building Society who have funded 6 new paddleboards for our wellbeing events. The partnership received media coverage in the Harborough Mail.

## 8. NORTH WEST REGION

8.1 Stay Kind, Slow Down – we now have a cycling SID (Speed Indication Device, we have one in each region) which is being used on local towpaths as a visual reminder for cyclists to keep their speed down. We have used this with notices posted with information and opportunities for the public to chat and sign up to find out more from The Trust, and have a bell fitted to their bikes.



8.2 Water Safety Partnerships - working with Cheshire West & Chester Council to form a fourth water safety partnership for the region. The partnership will be on a sub-regional scale including all four areas of Cheshire (Cheshire West and Chester, Cheshire East, Halton and Warrington). The first meeting is planned for April 2022, Cheshire Fire & Rescue have agreed to chair. This follows the water safety incidents throughout Cheshire in 2021. This will be our geographically largest partnership to date.

8.3 Our Virtual User Forum (in December) was a positively received with great feedback from customer groups on our works and achievements. Virtual breakout rooms were used for different areas of the network, customers joined a room of their choice for presentations specific to an area. Over 40 people attended.

8.4 Marsh Charitable Trust Awards 2021 - 27 volunteers from the "Active Waterways Cheshire" project were presented with a national award by the Trust and the Marsh Charitable Trust. The award celebrates volunteer excellence and the range of activities delivered by teams and individuals. In the region, volunteer walk leaders were presented with awards at a special ceremony held at Anderton Boat Lift.



8.5 Anderton Boat Lift – successful Expression of Interest submitted to National Lottery Heritage Fund (NLHF) for a whole-site project. Estimated at c£19m the project includes major maintenance works to the lift, reconfiguring the visitor centre, a new green ‘village’ replacing the marquee, a STEAM education programme and large community engagement programme. A request of around £4.3m is currently proposed.



8.6 The Museums and Attractions team have three young people from Catch 22 on secondment with the teams. They will be focussing on Customer Service and is ‘a first’ for the Trust. The programme will be monitored closely to see how successful this is for the young people, as well as the Attractions/Trust.

8.7 It was not possible to run the Santa cruises at ABL due to recruitment difficulties. The Christmas Grotto at NWM was cancelled due to resource and COVID measures too. However, the boat lift opened at weekends providing Christmas craft sessions, as well as an ‘Elf on the shelf’ hunt, one of the Catch 22 secondees showed amazing design skills making some miniature items for the hunt.



8.8 Participation & Let’s programme – “Beat the Street Burnley” (BtS) game phase was completed in November and the Participation Project Leader, attended BtS Burnley Celebration Event. BtS had a huge impact on the people of Burnley.



8.9 The Chinese Health and Information Centre have been undertaking wellbeing walks along the Ashton and Rochdale canals and have fed back the improvements they have seen over time. The Hong Kong Group of 35 attended a Heritage and Environment Walk taking part in litter clearance to Get Active and Fight Plastic.



8.10 Learning & Skills -The annual KPI for children engaged in activities and for numbers of children taking part in water safety sessions have both been exceeded with 12,534 children to date.

8.11 “Let’s Get Festive” took place in Bootle, Burnley & National Waterways Museum during December, with over 100 participants.



**9. YORKSHIRE & NORTH EAST REGION**

9.1 “Walk with Amal” is an international arts project that has attracted national media coverage where a 3.5 metre puppet of a young refugee girl walked from the Syrian border to the UK. On becoming aware of the Walk passing through Sheffield, we lobbied the Good Chance team (the company running the project) and contacts at Sheffield Theatres, convincing them to enter Sheffield via the canal; and threw Amal a celebration to welcome her to the city. This was a great opportunity



strongly resonating with communities whom we have worked with since starting Community Roots, many of whom have been refugees, asylum seekers or otherwise migrated to the UK. To encourage people to come to the welcome, we put on boat trips. The festival celebrated the benefits of multi-culturalism in Sheffield and its canal. We had a steel band, a Bhangra workshop, an Indian Peace Mantra dance plus workshops including street art (welcome in multiple languages), clay heads of Amal, welcome banners for Amal, plus a brass band and other music. We estimate around 3800 attended with nearly 600 attending our workshops on the day.

9.2 Light Night Leeds 2021

9.2.1 We were thrilled to be part of in October as sponsors of the Waterways Trail. 7 different light-up art installations were placed around/ on waterways in central Leeds, alongside 2 Trust branded light-up buoys, an glowing Well-B greeting visitors, and a large 8m projection of #ActNowForCanals on the wall of the Royal Armouries. We estimated 100,000 people attended overall. Our stall engaged with around 600 people directly through conversations and leaflets. In addition, 7,000-10,000 people engaged across the sites. Social media was 'glowing' with positive feedback.

9.2.2 We supported Leeds Council in the installation of one of their art pieces, POLAR, providing a pontoon, life jackets, and instruction on safe use. A polar bear family was depicted floating away on the 'iceberg' pontoon to draw attention to the melting of the ice caps. We were delighted to be able to facilitate this message of concern for the global environment and display our own values of caring for the environment.



9.2.3 The event drew on support from colleagues from across the region, volunteering to help out. There was a wider volunteer response too, liaising with Leeds Council to recruit 14 new volunteers for the event. We provided pizza and drinks for all! This partnership with Leeds Council has been a resounding success, and we look forward to next year when we hope to be even more of a visible presence in the program and literature.

9.3 This school inspired street art piece has been finished on the wall of Special Steels. The theme of the school piece is the canal and how it is linked to Sheffield's industrial heritage and history.



9.4 Redacted

10. CUSTOMER SERVICE SUPPORT

10.1 Boater satisfaction - We are supporting regional teams developing their action plans for boater satisfaction, to be reviewed in January. Richard Parry's boater video (launched to coincide with the publication of the 2021 Boater Report) has been well received. We have taken adverts in the December/January Towpath Talk to promote the Boater report and video.

10.2 Boating & Mooring

10.2.1 Body cameras full test has proven to be a success in L8SE BLCS teams. Customers and the public have been accepting of the equipment when spoken to and the team report an increase in confidence when using them. A full review is being prepared along with a recommendation for wider roll out.

10.2.2 Managing boats on London’s busy waterways (areas of high demand). - We have published our final report and launched a three-month consultation (to March 2022). The Navigation Advisory Group, Boater Reps and internal colleagues have been consulted.

10.3 Boat Licensing Customer Support

Redacted

10.3.1 Evasion rates have increased and, experientially, financial impacts from the pandemic are contributing to this. Both Northern regions continue to experience the highest respective increases, doubling compared to 2019. This trend began with the pandemic and may be reflective of the socioeconomic climate in the regions. Business plans include for additional short term resources to tackle the problem.

10.3.2 Legal Resource – increased casework and court delays are causing difficulties in closing out enforcement cases.

10.3.3 Boat removals are ahead of budget due to increased enforcement.

10.3.4 We have appointed a second welfare officer to support our most vulnerable customers and manage increasingly complex cases. The appointment follows a 6 month part-time secondment for our current welfare officer to support the legal team in a substantial review of the Trusts approach to safeguarding.

10.3.5 Contact volumes - Contact volumes 5-6% lower overall in December than in the previous years. Our service provider has moved some agents to homeworking due to Covid and ensure business continuity. Nationally, customer contact regarding fallen trees was the third largest contact reason, behind Booking structures and facilities.

10.3.6 Annual boater survey - We have added a question to assist understanding of the factors that most drives overall satisfaction. The survey will be sent to 1/3 of licence holders in March 2022.

**11. VOLUNTEERING**

11.1 Volunteering – figures until end December 2021.

Aspect	Hours/number
Total hours	450, 879
Overall number of Active Trust Volunteers	3,374
Overall number of Active Partner Groups/Organisations	242

11.2 Cuppa & Connect – 6 x 1 hour webinars have been run for volunteers nationally with 138 attendees to date. 2 sessions are in January to aid evening access (75 already signed up). Polls have been used to engage volunteers informed by the Engagement and Pulse Surveys. To look beyond the comments and engage volunteers to share their experiences, we explored thematic issues, such as communication; recruitment; task manager and trust connectivity; systems to support them, e.g. MyVolunteering; to consider how flexible have they felt the volunteer offer is and the impact to their volunteering including how we advertise/platforms. Early insights from the Polls and discussions: See Appendix A

11.3 Marsh Charitable Awards

- 11.3.1 6 Regional Marsh Charitable Awards made up of 5 f2f and 1 online event. These worked well with the online version (due to Covid) coming across especially well. There were some issues around consistency and the level of celebration of nominees but feedback from volunteers was very positive. 4 awards were given to individuals and 2 to teams.
- 11.3.2 Marsh representatives attended all events and an Exec member(s) was at 5 of the 6 events. Central Volunteering Team attended all the events and supported communication and press release. A review meeting with Marsh is planned for late January with plans drafted for 2022. Discussions at the events with Marsh representatives have supported the potential widening of the offer of support with additional awards.

## 12. LET'S FISH/ANGLING

- 12.1 Let's Fish 2021. Data for year to 30th November: Total number of events held 447; 8693 total participants (77% under the age of 18). Let's Fish 2022 will be joint branded with United by Birmingham, the community brand of the Birmingham 2022 Commonwealth Games, reflecting shared purposes in community improvement and securing a legacy.

## 13. BRAND, SUPPORTERS & INFLUENCE

- 13.1 L&SE: Rebecca Pow MP (under Sec of State for the Environment) visited Hanwell Flight in November. We presented the flights heritage and environmental challenges, and opportunities explaining our pilot project to restore its side ponds. The educational potential in showcasing operational heritage alongside thriving biodiversity was recognised. L&SE region has contacted local MPs as part of a wider engagement by the Trust. This is alongside day-to-day engagement about constituency matters, all of which has generated greater interest from MP's, with requests for site visits received.



- 13.2 Y&NE In November, meeting with Stuart Andrew MP at Rodley on the Leeds & Liverpool Canal to discuss cyclist behaviour on the towpath and the wider work of the Trust. Also in November, meeting with Mark Eastwood MP at Battyeford Lock to discuss plastic pollution along Battyeford Island, alongside Mirfield in Bloom and the Calder Navigation Society. In December meeting with Rachel Reeves MP on site in her constituency on the Leeds & Liverpool Canal. On a local level, Rachel shared contacts we are following up to take part in our Isolation to Inclusion project.



- 13.3 WM: Chief Executive joined regional colleagues in welcoming WMS Mayor, Andy Street, to the RoundHouse, Birmingham. The Mayor also took a trip on the Urban Litterboat, to find out how we keep our city centre canals clean and tidy. Adam Tranter, West Midlands newly appointed Cycling and Walking Commissioner was also present.



- 13.4 NW: regional director met with William Wragg MP (Hazel Grove) in November at Marple flight on the Peak Forest Canal. The meeting was very positive, with particular focus given to the Kickstart programme.

- 13.5 W&SW: In November regional director hosted Dawn Bowden AS/MS, Deputy Minister for Arts & Sport; Chief Whip, Ken Skates AS/MS Clwyd South; and Carolyn Thomas AS/MS North Wales Region who visited Poncysyllte Aqueduct to promote the new WHS website, funded by Welsh Government grant, see the visitor centre and travel on the

aqueduct. The recently announced Levelling Up Funding for Clwyd South area was discussed and Trefor Basin Masterplan. Wrexham CBC Leader Cllr Mark Pritchard, Chief Executive Ian Bancroft, and staff and councillors joined the Deputy Minister at the launch event. Dr Kate Roberts – CADW Head of Historic Environment also attended

## **APPENDIX A – Early insight on volunteering engagement.**

Volunteers felt this a positive and engaging process, a real opportunity to 'connect with the Trust'. That they could see how their feedback would inform focus groups, and that this would be a collaborative approach, encouraging them to join and support co-creation from experience.

- Wanting greater connectivity and more meaningful communication from the frontline
- Central Volunteering communications compared to other organisations: 66% say we're the same or better.
- Communications with task managers: Between 42-54% say they're great; 58-46% say improvements are needed
- Multiple task managers – while some do not see task manager very much if at all, through the season on average twice. Where they have multiple task managers feel communications are mixed and/or they work for different organisations.
- Need to focus on caring – 'does anyone notice if I don't turn up'; volunteer group do; but does the Trust have that connectivity to reach out to them?
- MyVolunteering: 80% have used it at least in the last month; notable improvement in the last two months stated during the discussion – we have made this more visual; highlighting key areas to look to; however still no forum base to connect with Volunteer Leaders and volunteers that is working well. Universally describes as a 'clunky' system.
- The Weekly Update, well received, and important message emails.
- Regional newsletters, noted as good local information and noted to be read by 96%.
- Inconsistent volunteer journey; not connecting warmly early enough; waiting significant time (up to 3 months) to hear. Lots of 'silence' and gaps to start introduction or induction to an activity.
- Wanting flexibility and communication across the locality of opportunities/activities they can support, or additionally do.
- Training is offered, but not always clear what is relevant to them.

## APPENDIX 3: INFRASTRUCTURE & PROGRAMMES REPORT

Dean Davies, Head of Direct Services

Richard Wakelen, Head of Asset Management

John Ward, Head of Project Delivery

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### 1. PURPOSE

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

### 2. Transformation Programme

- 2.1 Following the testing phase of the new Infrastructure Risk Framework (IRF) 'End to End Process' we have now started the training phase. This week we have rolled out 4 Introductory training sessions to a total of 380 people across the I&P directorate and other key teams from other directorates. The training continues through January and February with more targeted training for certain groups and individuals. This training has been made mandatory for these groups.
- 2.2 The new IRF workflow tool has been deployed to the Trust's Sharepoint platform, this is now being populated with the next 3 years business plans, ready to start being used for B22.
- 2.3 Recruitment continues to fill all of the new roles created by the Transformation Project, we are confident almost all these roles will be filled by the time we have fully transitioned across to the new model.
- 2.4 The new Concept Engineering team now has an appointed Concept Lead Engineer.
- 2.5 We are about to launch for testing the new level B cost estimating tool which will support the work in the Concept team. Level A is now being used across the teams and will continue to develop and mature.

Our programme is on track for complete transition to the new model by March 2022.

### 3. Financial Position

Canal & River Trust Infrastructure and Programmes				
Contribution	Year to Date			Commentary
	Actual	B21	Variance	
Project Delivery	(29.0)	(22.5)	(6.5)	YTD Actual Cost increase due to the following: 8 Emergencies(Elton & Rishton), 9 Arising, 8 Increased Cost(Knigton & A&C Breach), 6 Increased Scope(Toddbrook) and 18 Carryover projects. Savings on payroll for the high volume of vacancies. Plan phased evenly at B21 for Investigation Projects and Reservoir inspections, monitoring and advice, no impact to full year spend. Change in delivery of the Transformation project has incurred additional costs, of which some have been funded by a reduction in payroll for vacancies.  High level of the directorate are £6.4m over the original plan - Project delivery £6.5m - Emergency/Arising projects and a change in the scope and increased costs for Reservoir projects have impacted the finances.
Direct Services	(11.2)	(11.5)	0.4	
Asset Management	(4.5)	(4.7)	0.3	
Infrastructure and Programmes	(0.5)	(0.2)	(0.7)	
Other	(0.5)	(1.0)	0.1	
<b>Total Contribution</b>	<b>(48.5)</b>	<b>(42.0)</b>	<b>(6.4)</b>	
Contribution	Full Year			Commentary
	16	B21	Variance	
Project Delivery	(51.4)	(43.3)	(8.3)	Full Year F6 vs B21 Carryover, Emergency/Arising, Increased costs and scope. Workshop costs, Carryover works and increased programme due to arising/emergency works. Additional Arcadis costs for Transformation project.  No significant financial change since F6 - Project Delivery overplan increased to c£8.75m and Direct Services overplan c£1.4m, the details are within the FMO report.
Direct Services	(23.1)	(21.9)	(1.2)	
Infrastructure and Programmes	(0.0)	(0.3)	0.3	
Other	(8.7)	(8.8)	0.1	
<b>Total Contribution</b>	<b>(83.4)</b>	<b>(74.4)</b>	<b>(9.0)</b>	
Operating Costs Reconciliation	Full Year			Commentary
	16	B21	Variance	
Operating Costs exc. Movements on Provisions	(89.6)	(77.5)	(12.1)	Full Year F6 vs B21 Provision made at year end for A&C Breach, unknown at B21. Provision made at year end for S10's - unknown when B21 was completed. Changes to the programme and delivery since B21 was completed.
Movement on Other Infrastructure Provision	1.2	-	1.2	
Movement on S10 Provision	10.6	1.6	9.1	
Movement on Toddbrook Provision	3.5	6.2	(2.7)	
<b>Total Operating Costs</b>	<b>(74.2)</b>	<b>(69.7)</b>	<b>(4.5)</b>	

#### 4. Asset Management

##### 4.1 Recent Asset Failures

4.1.1 The number of arising issues is detailed in the table below. There have been 21 arising issues in December requiring engineering input, or which have a potential to require investment in B21. There continues to be lock and lock gate issues, along with a mix of leakage issues, either causing third party impact or creating voids.

Number of Arising Issues by Region requiring significant engineering input or which have a potential to require investment B21				
Region	Arising in December 2021	Arising in December cost £'000 (cost x probability)	B21 YTD (no. of issues)	B21 YTD cost £'000 (cost x probability)
Y & NE	6	104	30	785
NW	2	180	31	1927
L & SE	3	44	30	336
W & SW	2	65	18	392
EM	2	60	18	340
WM	6	127	35	872
<b>Total</b>	<b>21</b>	<b>580</b>	<b>162</b>	<b>4652</b>

Arising issues for December 2021.

4.1.2 Oxford Canal, 81-83 Southmoor Road (Offside), embankment slip, A fallen tree following storm Arwen that was blocking the Oxford canal was removed by contractors Fountains. During the felling works a tree stump overturned and caused an embankment slip. The slip caused damage to offside gardens that currently pay an access agreement to the Trust. A review of ownership is ongoing and potential repair solutions are to be programmed.



*Photo: Oxford Canal, slip and damage caused to offside gardens*

- 4.1.3 Birmingham & Fazeley Canal near Lock 2, a 15m length of brickwork wall collapsed leaving the tarmac towpath vulnerable to erosion. There was no evidence of boat impact or surcharge. The section is being monitored due to presence of a high-pressure gas main in towpath. A temporary concrete bag repair will be arranged.



*Photo: Birmingham & Fazeley Canal near Lock 2.*

- 4.1.4 Trent & Mersey Canal, Bridge 108 Sideway Bridge. In the early hours of 23rd December an articulated lorry operated by DHL, estimated to be 30 Tonnes, which was delivering to a nearby industrial estate, was directed over the bridge by the sat-nav, despite the road being a dead end. The bridge is a flat deck accommodation bridge with a 3 Tonne capacity. There does not appear to be any structural damage to the deck, however the wingwall and adjacent retaining wall have been demolished. When the wingwall failed this also caused a 4m section of the waterway wall to fail directly below. Most of the debris is in the navigation. The lorry also damaged the towpath side wingwall which 60% will need to be taken down and rebuilt. The lorry had to be recovered from a very precarious position and could have easily slip into the canal. DHL have admitted liability.



*Photo: Trent & Mersey Canal, Bridge 108 Sideway Bridge.*

## 4.2 Asset Management

4.2.1 Redacted

4.2.2 Redacted

4.2.3 Redacted

4.2.4 Redacted

## 5. Priority Projects Programme

### 5.1 Safety

No incidents to report.

### 5.2 Financial and Programme Overview

5.2.1 The F8 forecast is £8.8m overplan against the business plan. This predominantly due to the changes listed below:

#### 5.2.1.1 High Level Adjustments (£0.1m reduction)

Contingency reduced to balance with Lodge Farm Reservoir Arising MIOS Works.

#### 5.2.1.2 Planned Projects (£1.7m increase)

Toddbrook Reservoir - £580k increase – due to cost of agency staff and Kier out of hours support to water management, as well as increased professional fees associated with ongoing seismic assessment and design.

£1.1m increase on planned projects – KA Avoncliff Embankment Stabilisation (£100k), Regents Waterway Wall Repairs (£490k - 80% funded), MB Culvert 34 Abandonment (£180k) and National Grouting Programme (£360k – Watford Locks and Worksop Deep Lock).

#### 5.2.1.3 Planned Projects (£0.8m reduction)

Expenditure has been forecast to carry over to B22 on the following projects: Harthill Reservoir, Tringford Culvert Heading, Tinsley Pumping Main Replacement and Ivy House Embankment Repairs.



term model level. We are reviewing years 2 and 3 to understand the deliverability of the projects and anticipate a reduction from the current planned levels. The current 3-year Priority Projects Business Plan summarised below:

	B21 Approved Programme				B22 Draft Programme				Variance			
	Count	IMP	DEF		Count	IMP	DEF		Count	IMP	DEF	
<b>B22 Carryover Brought Forward</b>												
Core Priority Projects	75	35	40		74	35	39		-1	0	-1	
Reservoirs	22	15	7		29	18	11		7	3	4	
High Risk Assets	2	2	0		29	12	17		27	10	17	
MEICA	17	9	8		15	8	7		-2	-1	-1	
Dredging	24	16	8		29	17	12		5	1	4	
Contingency												
<b>Projects Costs</b>	<b>140</b>	<b>77</b>	<b>63</b>		<b>176</b>	<b>90</b>	<b>86</b>		<b>36</b>	<b>13</b>	<b>23</b>	

	B21 Approved Programme				B22 Draft Programme				Variance			
	Count	IMP	DEF		Count	IMP	DEF		Count	IMP	DEF	
<b>B23 Core Priority Projects</b>	97	43	54		110	42	68		13	-1	14	
Reservoirs	11	7	4		31	20	11		20	13	7	
High Risk Assets	1	1	0		31	17	14		30	16	14	
Anderton Boat Lift	1	1	0		1	1	0		0	0	0	
MEICA	13	9	4		15	9	6		2	0	2	
Dredging	22	19	3		31	21	10		9	2	7	
Contingency												
<b>Projects Costs</b>	<b>145</b>	<b>80</b>	<b>65</b>		<b>219</b>	<b>110</b>	<b>109</b>		<b>74</b>	<b>30</b>	<b>44</b>	

	Long Term Model*				B22 Draft Programme				Variance			
	Count	IMP	DEF		Count	IMP	DEF		Count	IMP	DEF	
<b>B24 Core Priority Projects</b>					101	61	40		101	61	40	
Reservoirs					17	12	5		17	12	5	
High Risk Assets					16	15	1		16	15	1	
Anderton Boat Lift					1	1	0		1	1	0	
MEICA					7	7	0		7	7	0	
Dredging					25	19	6		25	19	6	
Contingency												
<b>Projects Costs</b>					<b>167</b>	<b>115</b>	<b>52</b>		<b>167</b>	<b>115</b>	<b>52</b>	

5.4 CEC Update

- 5.4.1 The CEC tender process is currently in the ITT Stage 2 Tender bid submission period, this period has been extended by two weeks, due to extension requests from 10 of the 14 Tenderers. All bids must now be submitted by the 4th February.
- 5.4.2 To date 283 tender clarification queries (TCQ) have been received during stage 2 of the ITT process. The TCQ deadline has also been extended from the 14th to 21st January, to reflect the updated bid submission deadline.
- 5.4.3 On receipt of the bid submissions, two separate assessment teams have been assembled to review both the commercial and delivery aspects. The assessment period will run from the 7<sup>th</sup> February to the 1<sup>st</sup> April and will include calibrations sessions and clarification meetings with the Tenderers. A Recommendation Report will be circulated for approval by the 7<sup>th</sup> April. After which Stage 3 (BAFO) of the ITT will run from the 8<sup>th</sup> April to the 28<sup>th</sup> June.
- 5.4.4 We still anticipate award of the new CEC Frameworks in July.

5.5 Significant Projects

5.5.1 March Haigh Reservoir Access Track

Legal Counsel have provided their feedback on the historic planning permission the Trust had in place to uncover the track up to March Haigh Reservoir and they have advised that this application cannot be used for the upcoming works. A full planning application will therefore be required for the temporary track. The intention is still to submit a separate application for the temporary track as this is

needed to complete the scoping works for the main design. The final permanent access track application will be submitted in B22.

The uncovering of the track to facilitate the urgent MIOS works which are due in November 2021 is not required and this has been clarified with the QCE. Further environmental surveys and data from these surveys are being finalised for the new planning application for the temporary track; we are expecting that an EIA will be required as part of the application. The Screening Opinion Letter is still to go in to the local authority and we are pursuing our ecological consultants for this, as it can take up to three weeks for a response.

#### 5.5.2 Ivy House Embankment, Caldon Canal, Stoke

Kier mobilised to site on 29th October and land access now in place with the Army Reserve Centre. The current programme has the works extending into April and past the 18th March stoppage date. The site has been dewatered and early indications suggests only minor design changes may be required. Now the site is dewatered, a review is to take place of the works and programme and to identify whether this can be reduced.

#### 5.5.3 Tringford Reservoir Spillway

Works are progressing on site though currently c7 days behind programme - currently installing clay in trench. Whilst the programme is tight with little float we are confident the works will be completed by the MIOS date.



#### 5.5.4 Lock 31 Gargrave, L&L Canal

Fabric dams and over pumping combined with scaffolding support inside the lock was installed before Christmas. Around 20 cubic metres of soil will need to be removed from the lock chamber to expose the floor and allow invasive investigation work to take place. Kier Professional Services (KPS) have completed a draft design for comment by the Trust. Ground investigation and core drilling will take place immediately after the Christmas break which will be used to confirm the final design solution for the permanent works. Draft licences have

been agreed with landowners and the contractor start to install the site compound after the Christmas break. A very productive meeting with the local authority has taken place to discuss the dismantling of the wall as emergency works to stabilise the structure. The application for Listed Building Consent will be submitted in January. The latest programme, including weekend working, has the lock open for Easter.



#### 5.5.5 Harthill Reservoir WITIOS

A second phase of ground investigation is currently on site including both fields below the dam. An outline budget estimate of construction costs has been prepared by Kier at approx. £7.7M, which has been reflected in our B22 business plan. A Planning pre-application consultation has been submitted to local authority including ecological, arboricultural, landscape, visual and EIA screening assessments. The next stage of community consultation is being planned for January. A flood study report has been issued by Arcadis and is being reviewed. Planning Application will be made in February following the public consultation.

A meeting has been held to review stability and seismic assessments of the dam by Arcadis prior to the issue of the final report. These suggest remedial works are required to the dam. In parallel to this, Binnies have been appointed to undertake an independent stability and seismic review.



#### 5.5.6 Tinsley Pumping Main, Sheffield

Works commenced on site 8<sup>th</sup> November. The site compound and set up is now complete, all water borne plant is in place and the washwall repairs are being undertaken. The condition of the washwalls remains the biggest risk to the project. All land access agreements are signed and we have all relevant permissions from both Network Rail and Sheffield City Council. There was a break in on site on 3<sup>rd</sup> December, in which items of plant and equipment were taken. This has impacted progress against the programme as there have been delays in replacing these items. Kier are intending to make up this time by putting in extra resources from January however it is currently anticipated that works will continue into April.



#### 5.5.7 Swellands Reservoir Access Track

The revised planning application for the permanent access track was submitted on the 21<sup>st</sup> December following a slight delay obtaining Counsel feedback. The project team will now progress with finalising the planning applications for the permanent works Swellands & Black Moss to ensure they are on the planning portal when the access track submission is under review. A further study on the option to decommission has been requested and will be completed concurrently. The planning authority recommended that we did not set up a planning performance agreement (a PPA as we have done at Toddbrook) as they have already appointed an officer to be dedicated to our submission.

#### 5.5.8 Barrowford Reservoir, L&L Canal

Planning permission and all conditions have now been discharged for the entire project and works are now progressing, with the drainage activity scheduled to start in the New Year. The slow start has pushed out the programme and has resulted in a reduced planned expenditure for B21, with the shortfall being pushed in to 2022. The delayed access has also resulted in the planned completion moving further back into 2022. Whilst we are now forecasting completion for the end of 2022 this does not impact the MIOS date of October 2023.

The externally appointed Construction Engineer has instructed a design change which has the potential to significantly increase the cost of the project. We are currently challenging this with the Construction Engineer.

#### 5.5.9 Bosley Reservoir Draw-Off Pipe Relining

Heavy rain at the back end of November and into December prevented the contractor from installing the levelling screed for the new concrete base at the

end of November as originally programmed. These works were completed by Friday 24th December, with the installation of the drywell to commence in January.



Works to install rip rap to the collapsed sections have been progressing concurrently with the diving elements

Unfortunately, re-watering of the reservoir has been pushed back to early March. These delays are due to adverse weather affecting reservoir water levels and issues obtaining an accurate measurement on the existing cast iron host pipe prior to ordering the new cured in place liner; the procurement of the liner now sits on the critical path of the programme as more intrusive cleaning is required. However, the MIOS date is not at risk.

#### 5.5.10 Rishton Breach Emergency Repair, L&L Canal

Access to the breach site and breakthrough into the canal bed is complete, with tracks installed along the canal bed in order to construct the clay dams that are required for safe working in the damaged area. Site clearance of the damaged embankment surrounding the culvert headwall has commenced in readiness to start the main construction work in the new year. We have challenged the project team to have the canal reopened for Easter however achieving this will be very challenging.



#### 5.5.11 Boddington Reservoir

Works to improve the safety of the reservoir and improve facilities for anglers were successfully completed just before Christmas.



#### 6.5.12 Burghfield Breach, K&A Canal

The Emergency Breach Repair works were completed to programme and the canal was reopened on 13th December 2022. Keir's sub-contractor was fully demobilised from site on 17th December 2022.



## 6. Priority Works

6.1 The priority works programme continues to operate at reduced capacity due to vacancies and long-term absences. However, there has been some modest success in recruitment during December with seven of the 29 vacancies filled.

Recruitment of agency cover continues to prove difficult with only one of the 14 agency vacancies filled.

6.2 As a result of these resource gaps a total of 62 packages of work in the B21 programme have been placed at risk. Of these 11 have already been removed from the programme with the remaining 51 potentially being delivered through contract.

Since the last board report contract prices for 22 of these projects have been received and orders placed. Their team is confident that these will be delivered by financial year end. A further four tasks have been completed and two more are currently on site. The team are awaiting quotes for 19 packages of work before committing to delivery – to ensure there is the budget available. The remaining four tasks will be delivered by the team.

### 6.3 Safety

6.3.1 There have been no RIDDOR reportable incidents within Direct Services since July. There was however one significant incident within DS which occurred at the end of October

6.3.2 On 21/10 colleague was injured whilst removing a coupling from a pile. The pile had been lifted in place using a remote-controlled crane. Whilst removing the coupling the operator moved and caught the lever on the remote-control panel causing the crane jib to lift striking the IP on the jaw damaging a tooth. IP received dental treatment.

This incident is similar to an incident recorded two years ago in YNE and therefore was fully investigation to determine root cause and key learnings. The investigation recommendations are:

- Review risk assessments for piling operations with particular attention to the risk of close quarter working by all parties.
- Issue instructions to isolate, where possible, Hiab arms when operatives are attaching and releasing loads of all types. If isolation is not possible working arrangements to prevent accidental engagement of controls should be put in place and documented in the dynamic risk assessment.
- Review training requirements for new operatives, experience cannot be taught but caution and diligence can be useful mitigation, increase plant knowledge training.
- Communicate risks of using remote units for plant and equipment across the Trust.
- Audits of work equipment to include risks of accidentally engaging remote units when used in lifting operations.
- Ensure there is a system within the Trust for lessons to be learned from previous incidents to prevent repetition.

6.3.3 Over a rolling 12-month period and including the above incidents, Direct Services have experienced six RIDDOR incidents.

6.3.4 In October, November and December the team completed 61 site safety audits and we have completed 35 safety walks in the last two months.

### 6.4 Financial & Programme Overview

6.4.1 At the end of November, the Direct Services budget was underspent by £368k compared to the B21 business plan. This is predominantly due to payroll savings caused by the number of vacancies with the team. Because of the strength of the construction market these vacancies have been difficult to fill.

6.4.2 By the end of November, the priority works programme was expected to deliver 349 planned packages of works. At the end of November, the team had completed 272 tasks (214 planned tasks plus a further 59 arising or emergency works). The impact of vacancies (as reported in the challenges) has had a significant impact on the programme outputs.

6.4.3 Work Examples



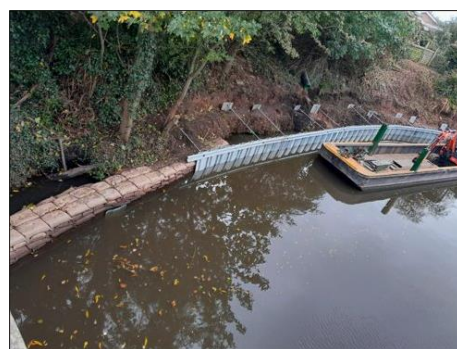
Conveyor system at Altham Embankment (Leeds & Liverpool Canal) which kept Canal live for boaters, avoiding a weight limited bridge on a fast dangerous country road, plus the need for traffic management and daily road sweeping.



Boundary Wall Repair, Lancaster Canal



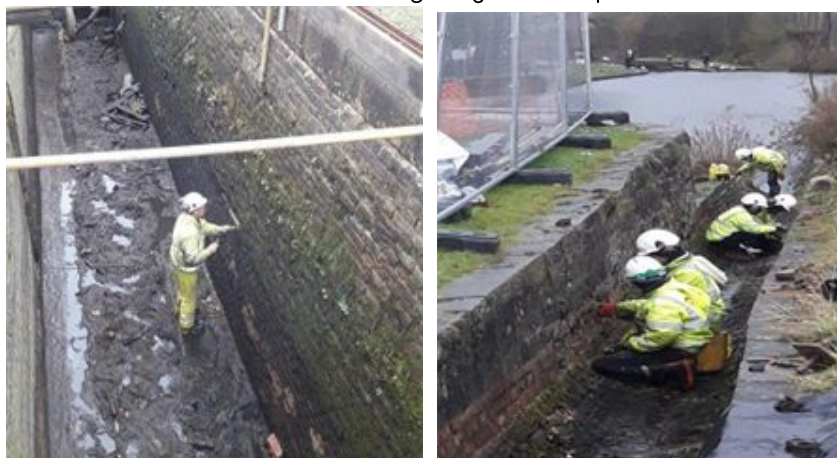
Waterway wall repairs at Bugworth Basin, Peak Forest Canal



Bank Repairs Trent & Mersey Canal



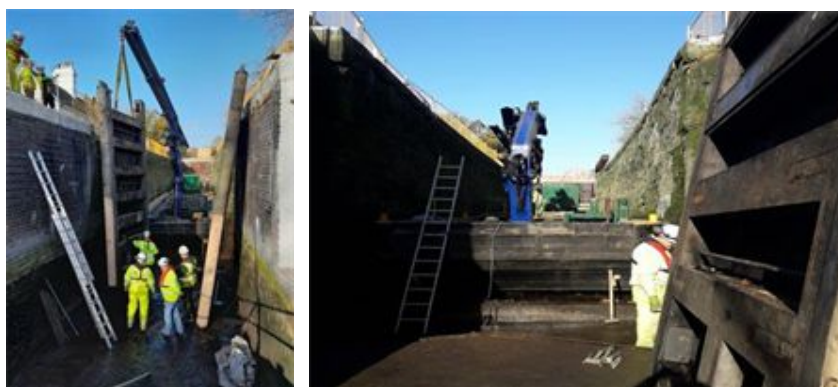
Stoke Bruerne Lock 14 Emergency Gate Repairs, GU Canal



Ashton Locks 13 and 15 Lock Repairs – funded by Historic England



Knowle Lock Stoppage, GU Canal



Denham Lock – top and bottom gate replacements, GU Canal



Aylesbury Arm Stoppages – Lock 2 bottom gate and Lock 3 top gate replacements



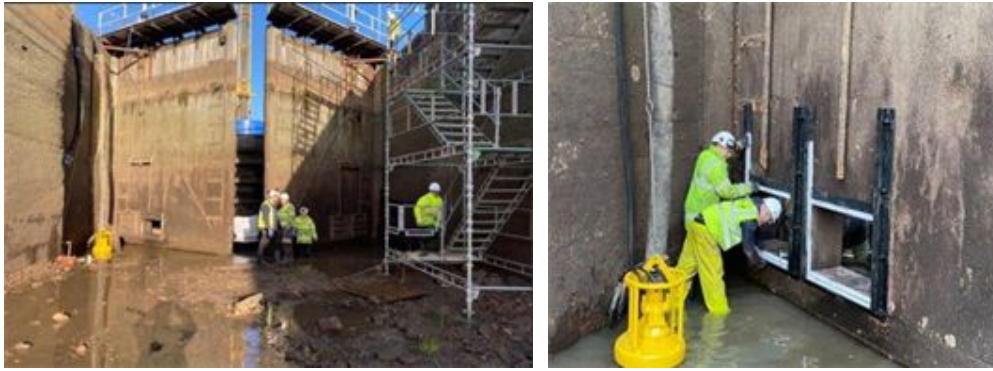
Battyeford Lock Stoppage – bottom gate replacement and brickwork repairs – Calder & Hebble Canal



550m of collapsed waterway wall repaired on Rochdale Canal



Towpath resurfacing work at Foxton



Nether Lock Stoppage, River Trent



Workboat Nelson Refurbishment



New workboat Berry replacing life expired craft

## 7. Unlocking The Severn

### 7.1 River Severn Construction delivery – progress update

7.1.1 Diglis fish and gallery fit out is complete. Work is ongoing to get ready for the 2022 Shad run.

7.1.2 At Holt work was progressing well until the heavy rain in mid-December. Since then, we have lost over 10 days. However, progress up until these events was

good. The fish pass itself is now complete. Work will restart in early January to backfill, remove the remaining dam and demobilise.



## 7.2 Diglis Island

7.2.1 Our green team continue to look after the Island with recent work including hedge laying and tree planting. Works are being planned to further enhance the whole site for the forthcoming public events from April 2022.

## 7.3 Education and island guides

7.3.1 During the Autumn term, 157 children and staff ranging from Y4 to Y13 took part in the pilot Epic Engineering days. The schools comprised of 2 mainstream primaries, a High School, a SEMH (Social, Emotional and Mental Health) school that works with children who have an EHCP (Education Health Care Plan) from across Worcestershire and a Further Education college.

7.3.2 We have our volunteer Diglis island guides up and running. In total we had.

- 19 pilot tours, 2 pre-pilot tours and 2 tours for the Worcester Walking Group.
- 314 participants on the tours
- 375 km walked during the tours
- 36 people cancelled after booking or were no-shows

- 105 responses to the post-tour survey
- 78% said the 'Tour was excellent'
- 22% said the 'Tour was good'
- 80% of participants were 51 years old or older
- 4 volunteer Diglis Island Guides led the tours
- 99 hours of volunteering clocked up since September for the tours



7.3.3 We General comments included:

*Proud that such an innovative conservation measure and attraction has been sited in Worcester.*

*I was and still am, in awe of the whole project and so pleased that the fish in the Severn can now reach their natural spawning grounds. The tour was absolutely fabulous.*

*The fusion of the history of Diglis island including construction of the weir and the island with natural history about the river and coming up to present day with the new fish pass and unlocking the Severn. From historical and environmental perspective Diglis is a very interesting area, so great the tour can include both. Also, the viewing window, and although we did not see any fish it was great to see the film of fish passing by.*

- 7.3.4 4 people who took part in the pilot tours have since registered an interest in becoming a Diglis Island Guide. 7 people have attended introductory sessions explaining what is involved in becoming a guide. The registration process is now underway for them.

7.4 Communications

- 7.4.1 Lincomb Film – we filmed with Stacey Corcoran (Kier Project Manager) at Lincomb Fish Pass to create a short film to mark completion of the works. We are expecting the final edit in the New Year.
- 7.4.2 My Severn Mindful Photography Exhibition launched at 3 Gloucestershire Railways – see press release attached for more information. An online exhibition of their work is also available on the website: <https://www.unlockingthesevern.co.uk/my-severn-gallery/>
- 7.4.3 On social media, to correspond with the salmon spawning run we ran a month of #SalmonUnlocked salmon-focused content. This culminated in an online talk by Chris Bainger which sold out on Eventbrite (at 50 tickets) and had lots of positive feedback from attendees.
- 7.4.4 Work continued finalising the project documentary film. The final voice over script was agreed and is not awaiting recording from the presenter.



My Severn Photography Launch

**Social Media Analytics for November**

Figures to date:

- Total number of Twitter followers **2484**
- Total number of Instagram followers **512**
- Total number of Facebook page Likes **351**
- Total number of Facebook page Follows **1,039**

Twitter Analytics	November
tweets inc replies	55
replies	12
tweets exc replies	43
impressions (1000's)	45.9
engagement rate	2.40%
link clicks	164
retweets	109
likes	508
replies	21

Facebook Analytics	November
End of month Likes	351
End of month Follows	1,039
Total page reach	6645
Total page impressions	8127
Total page views	150
Total FB posts	14
Total posts reach	6174
Total post impressions	7462

Instagram Analytics	November
Total Posts	171
Accounts Reached	866
% Change on previous month	31.6%

<b>Accounts Engaged</b>	<b>172</b>
% Change on previous month	13.1%
<b>Total Followers</b>	<b>509</b>
% Change on previous month	4.5%
<b>Overall Follower Growth</b>	<b>22</b>
Total Follows	33
Total Unfollows	11

**Highlight achievements for November:**

- Growth in followers across all social media channels
- Surpassed 500 follower’s milestone on Instagram this month
- #SalmonUnlocked campaign on Twitter in November – culminating in online webinar event at the end of the month with 51 registered attendees
- Newsletter subscribers now up to 952



January 2022

Background Report to Chief Executive Board Report

**Text in Red Font to be treated as Confidential**

**STRATEGY, ENGAGEMENT & IMPACT REPORT**

Heather Clarke, Strategy, Engagement & Impact Director

**1. Purpose & Overview**

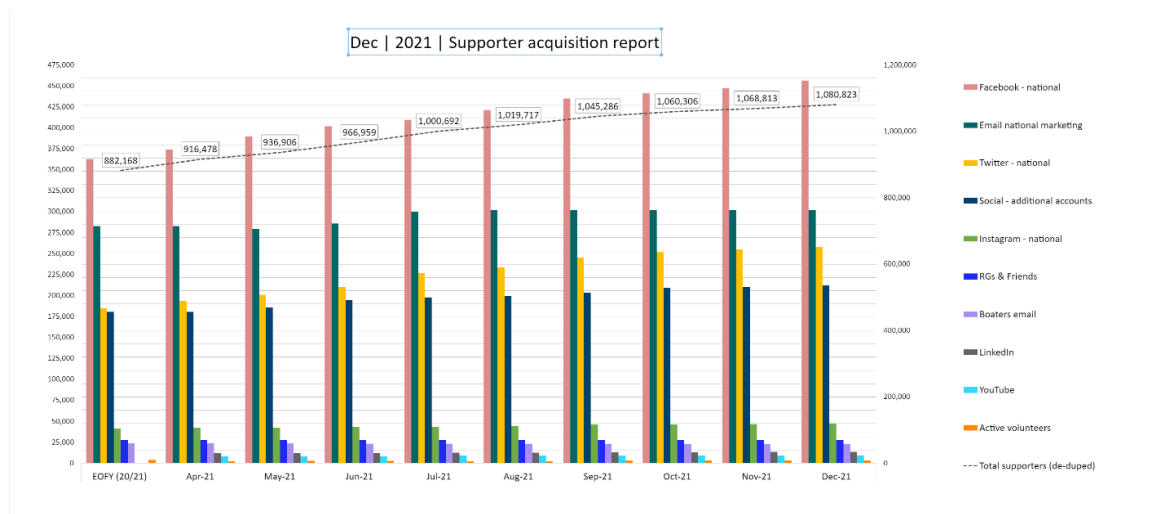
The purpose of this report is to provide the Board of Trustees with an update on the key activities of the Strategy, Engagement & Impact Directorate since November 2021. **Redacted.**

**2. Brand and Support**



**2.1. Growing our Supporter Base (target 1 million by September 2021)**

**Redacted.** We tactically reduced our spend during November and December as Christmas advertising makes this period the most expensive. We are now increasing spend to take advantage of historically lower costs in January and February.



Our national Facebook page has had a strong growth rate of 1.89%, **Redacted.**

Audience Metrics, by Page		Fans	Net Page Likes	% Fan Growth
Your Average		456,278.00	8,449.00	1.89%
Competitor Average		329,539.67	593.00	0.18%
1	The Woodland Trust	469,914	98	0.02%
2	Canal & River Trust	456,278	8,449	1.89%
3	RSPB Love Nature	400,991	1,094	0.27%
4	The Wildlife Trusts	117,714	587	0.50%

## 2.2. User to Supporter – Reach and Engage - Mass Movement #ActNowForCanals

### Science of Scenic Beauty Campaign

Our citizen science campaign, asking the public to rate images in terms of scenic beauty, concluded in November overperforming its targets. Over 17,000 people participated with 780,000 image votes (target: 90,000) and almost 11,000 new image uploads (target: 2,000).

The campaign generated significant reach with over 11 million opportunities to see our messages. **Redacted.** We had over 15 celebrities supporting the campaign, including new support from household names Jo Brand and Chris Packham. Our celebrity followers have a total of over 2.4 million followers of their own.

**Redacted.**



### #PlasticsChallenge Campaign

In December, we continued to push the Plastics Challenge with a simple message: *'if all of the 21 million visits made between Christmas and New year picked up just one piece of plastic the waterways would be clear by the New Year'*. The activity produced an estimated 400k opportunities to see our messages, generated over 400 pledges of support and over 100 plastics challenge packs were downloaded.

### Water Safety – Don’t Drink and Drown

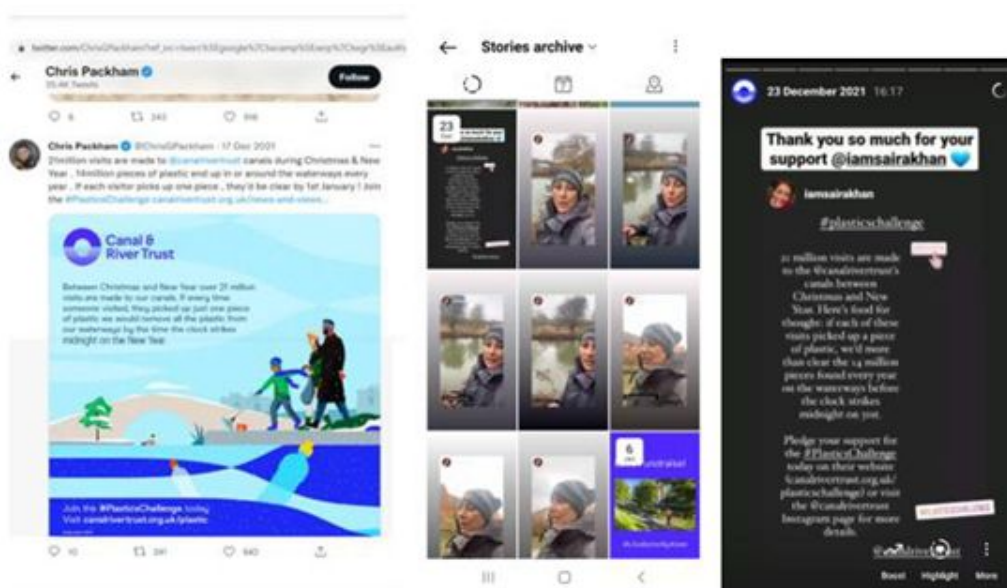
In December, the Trust supported the RLSS campaign, Don’t Drink and Drown. Across our national social media accounts this water safety messaging reached an audience of over 60,000.

### #StayKindSlowDown

Stay Kind Slow Down towpath events kits and Speed Information Devices (SIDs) have been sent out to all our regional teams and will be used to run regional engagement events with volunteers to raise awareness and help promote safe towpath usage across 2022.

### Influencer, Celebrity and Patron Activity

Strong celebrity support for the winter Plastics Challenge push was generated with Saira Khan, Tony Robinson, Jenny Seagrove, Chris Packham, Gaby Roslin, Deborah Meaden and The Wombles all supporting our efforts through their social media channels. Photo assets of Bill Bailey and Shaun Keaveny were also used.



### Filming

**Redacted.** Highlights include Apple TV’s ‘Trying’ filmed in Camden and ITV drama ‘The Suspect’ filmed in Kings Cross. Photoshoots took place for Reebok in Manchester, Liverpool Football Club (Albert Dock), and i-D Magazine x Marc Jacobs in Haggerston.

### Signage and Brand Activation

**Redacted.** We have received advertisement consent for a new canal entrance totem in Leamington Spa, part of the Commonwealth Games work, with a further two advertisement consent applications submitted for totems in Smethwick and at the University of Birmingham.



A new catalogue of branded materials has been created for the West Midlands region as we move into the next phase 'Games On' in our preparations for the Commonwealth Games.

**2.3. User to Supporter – *Connect***

**Website**

Our website performance remained favourable against the Charity Comms Digital Benchmark across November and December, **Redacted.**

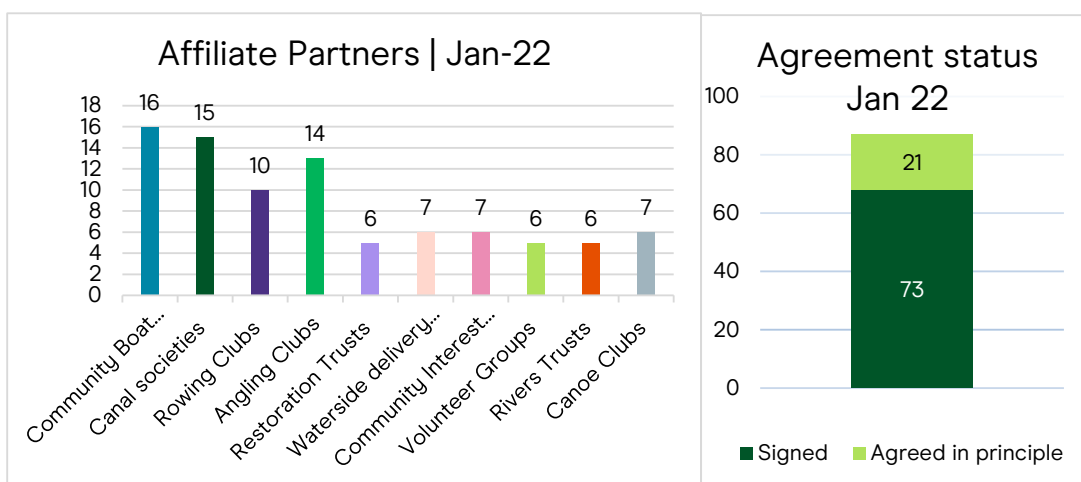
**2.4. Regular & Legacy Giving - *Convert and retain***

**Redacted.**

A new Legacy Development Officer joined the Individual and Legacy Giving Team in October 2021. A fundraising calendar of activity to increase the pipeline of legacy pledgers and enquirers has been developed for B22 **Redacted.**

**2.5. Affiliate Partners**

The number of Trust Affiliate partners continues to rise **Redacted.**



**2.6. Redacted**

**2.7. Redacted**

### **3. Public Affairs Activity**

#### **3.1. Redacted**

#### **3.2. Ministerial Visits**

Rt Hon Rebecca Pow MP, Environment Minister visited the Grand Union Canal on 26th November. Redacted

Rt. Hon. Dominic Raab MP, the Deputy Prime Minister, Justice Secretary and Lord Chancellor visited Perry Barr on 13th January to see an example of the Trust's partnership working with the Ministry of Justice (MoJ) on its unpaid work programme. He was joined by Jo Farrar, Second Permanent Secretary at the MoJ and CEO of HMPPS. Media coverage included Daily Mail print and online and ITV lunchtime, evening and late evening news.

A visit by Lord Callanan, Climate Change and Corporate Responsibility Minister, to see an example of utilising canal water to cool a data centre in London is planned for 4<sup>th</sup> February.

#### **3.3. Local MP Constituency Visits**

A number of other visits with local MPs in their constituencies have been hosted or are currently being planned. Visits were hosted for Wendy Morton MP on 17<sup>th</sup> December and Robin Walker MP and Julian Smith MP on 14<sup>th</sup> January. The Trust also hosted a visit for West Midlands Mayor, Andy Street on 8<sup>th</sup> December.

### **4. Participatory Development Work**

#### **4.1. Youth**

##### **Volunteer Rangers Pilots**

The pilot projects of the Volunteer Rangers scheme was launched in Nottingham and Leicester in November with 32 volunteers expressing an interest.

#### **4.2. Learning & Skills**

##### **Science Technology Engineering & Medicine (STEM) Learning**

We are developing a partnership with STEM Learning, who are the largest provider of STEM education and careers support. Initially in London but spreading to other regions, this will enable us to call upon their pool of 37,000 STEM Ambassadors to help us connect with children and young people. We will share volunteers, training, outcomes and evaluation, and attend shared events – growing our participation numbers and awareness of the Trust as a STEM employer.

##### **Winter Water Safety**

We have been supporting the regions to deliver our annual Winter Water Safety campaign for primary schools. This year's campaign has been impacted by Covid, both by the number of schools booking a face-to-face session and the number of education volunteers available to deliver. Despite this, we are exceeding our yearly target for participation as we are

delivering digital sessions, with some regions specially recruiting digital volunteers. The target was 15,000 children taking part in sessions; 18,697 participants are currently recorded.

#### **Green Recovery Challenge Fund (GRCF) – West Midlands**

Working with the Council for Learning Outside the Classroom, with GRCF funding, we have launched free membership of the Council for 500 schools in the West Midlands. Schools will be able to access training, masterclasses, resources, and discounts to help take their teaching beyond the classroom. Launched just before Christmas, 78 schools have so far signed up.

### **4.3. Arts & Culture**

#### **Canal Laureate**

We are very pleased to have appointed our new canal laureate, Roy McFarlane. Roy will work with the Trust and the Poetry Society to undertake a years' worth of poems and activities with a view to incorporating the outputs into our Street Art initiatives. Poet Roy grew up in Birmingham and the Black Country, surrounded by canals. One of his first appearances as our new canal laureate was on Radio 2 "Good Morning Sunday" programme on 2nd January.



#### **Women's' Euros Football Championship**

Working with the FA and Idle women we have been awarded £60,000 Arts Council funding for a participatory Arts project in Sheffield as part of the Women's Euros 2022. Our Arts Partners, Idle women, will now undertake a scoping report to generate their full activity plan for delivery in June 2022.

### **4.4. Ministry of Justice (MoJ) / Her Majesty's Prison & Probation Service (HMPPS)**

There are now over 25 unpaid work teams currently or about to operate weekly on waterways across the country in London, Loughborough, Coventry, Birmingham, Walsall, Stoke, Sandwell, Sheffield, Nuneaton, Doncaster, Worcester, Telford, Newark, Preston and at the Tees Barrage.

## **5. Heritage, Environment & Water**

## 5.1. Heritage

The Trust engaged with the National Lottery Heritage Fund (NLHF) #Heritage Treasures Day (11/01/22), a social media campaign to celebrate heritage projects supported by the fund. It was a good opportunity to showcase the network and contribute to building support and winning hearts and minds, whilst demonstrating the continued impact, or legacy, of NLHF funding.

The Trust's heritage has received national recognition and recent publicity having been included in Historic England's annual list of heritage buildings and monuments that have been listed for the first time in 2021, including Selby Canal Tunnels, namely Lund Tunnel, Brayton Tunnel, Paperhouse Tunnel and Tankard's Culvert- which have been listed at grade II.

## 5.2. Redacted

## 5.3. Redacted

# 6. Planning & Design – Statutory & Delivery

## 6.1. Statutory Consultee for Planning Applications

We responded to 2,472 planning application consultations in England and Wales in the period 1st April to 31st December 2021, which equated to 97% compliance (response within 21 days or agreed extension) in England and 98% in Wales.

## 10.2 Planning Delivery

As previously reported, the National Planning Delivery Team is continuing to undertake a significant amount of planning work on reservoirs working with the Infrastructure & Programmes Directorate and the National Design & Heritage Team, including preparing planning applications and Local Authority pre-application advice requests for major reservoir works falling outside permitted development rights. A pre-application enquiry was submitted in December for major spillway proposals at Harthill Reservoir, which supplies the Chesterfield Canal. Public consultation is being undertaken during January.

We have secured planning permission and listed building consent for the restoration of Junction House, a Grade II listed dwelling located in Kings Norton on the junction of the Worcester & Birmingham and North Stafford canals. The building was damaged extensively following a fire in February 2019.

# 7. High Speed Two (HS2)

In November, the Government presented its long-awaited "Integrated Rail Plan for the North and the Midlands" to Parliament. The Plan outlines a large and ambitious Government programme of investment in railway infrastructure, outlining a £96bn strategy of rail construction and upgrades for the Midlands and the North, to be delivered over the next 30 years.

The Plan includes major changes to previous government proposals to construct HS2 Phase 2b between Birmingham and Leeds. Under the Plan, the part of the previously proposed high speed railway extending northwards from East Midlands Parkway station (near

Nottingham) to Leeds will now not be built. However, the part of the high-speed railway extending from Birmingham to East Midlands Parkway station will be built.

For the Trust, this change will result in a number of previously planned canal crossings not being built. It is expected that the railway will continue to have major interfaces with the Trust's canal at Polesworth (Coventry Canal) and at the Trust's River Soar immediately south of East Midlands Parkway station, along with numerous other minor interfaces. The route is likely to continue to have an impact upon the third-party restoration of the Ashby Canal near Measham.

## **Strategy, Engagement & Impact Director, January 2022**



Board Meeting  
January 2022  
Background Report  
Trust

## PEOPLE UPDATE

Karen Seth – People Director

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### 1. PURPOSE

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

### 2. WHATS GONE WELL

- 2.1 **Reimagining the Trust** consultations with Unite and Unison commenced on 17 December 2021. A second collective consultation took place on 14 January 2022, focussing on the new trade union agreement and the introduction of a new code of conduct.  
  
A new modernised trade union agreement will allow us to remove historic trade union agreements, whilst clarifying the dispute resolution process.
- 2.2 The appointment of the new **Chief Infrastructure and Programmes Officer (CIPO)** will be announced on 1 February, with a start date of 21 March.
- 2.3 **Regional Advisory Board Chair** recruitment continues with a successful candidate for Yorkshire & North East awaiting Board ratification in January 2022. Progress has also been made in London & South East, where the Appointments Committee met Green Park to review progress and discuss challenges on 13 January 2022.
- 2.4 Adam Thompson has been appointed as the new **Head of Project Management Office (PMO)** and will start in role on 19 April 2022.
- 2.5 **Kickstart Wave 2** – Following the success of our first Kickstarter programme in 2021, we are delighted to confirm that 22 young people joined the Trust on 10 January, for another six-month Kickstarter programme.

Apprentices from the last Kickstart cohort will enrol at their respective colleges in January.

### 3. OPPORTUNITIES

- 3.1 A pilot of the **Effective Manager Programme** took place in December, covering the improvement of core first line manager skills. Feedback from the pilot was positive and we are now scheduling the programme for rollout to all managers from April.
- 3.2 **Youth Fellowship Board** – At the last Board meeting we discussed setting up a Youth Board, we have since looked at using members of the Youth Fellowship Board and would like to propose that two members (on rotation) attend our Board meeting as representatives
- 3.3 An exec coach is now working with our Executive team to support their collective development and assist in defining what great leadership looks like at the Trust.

- 3.4 A summary of the proposals for **Inclusion & Diversity**, encompassing apprenticeships, recruitment, and retention, can be found in the I&D action log (see appendix). Further detail available on request.
- 3.5 Following our discussion at the last Board meeting we have developed a set of 6 quick wins to support our engagement agenda – this will be shared in the Board session on the 27 January

#### 4. WHATS COMING UP

- 4.1 The **performance management process** is being refreshed – prioritising great conversations and simplified rating structure
- 4.2 **Grading structure and pay** – we will begin implementation of our new grading structure (replacing 10 levels with 6 Bands under the Executive) as part of the Reimagining the Trust change programme. A new pay framework will also be aligned to the structure and rolled out at the same time.
- 4.3 A new proposal for **centralised work experience** will be launched, initially in West Midlands & North West, around May. An external company called Pathway CTM will support with funnelling students to these courses and signposting post placement.

Karen Seth

December 2022



## Appendix

### Inclusion & Diversity – Stronger Together Action Plan 2022/23

Objective	Action	Status	Delivery timescale	
1. We will strengthen our I&D leadership by supporting our leaders to embed our I&D ethos, 'stronger together across the Trust'.	1.1 Increase accountability	in draft	Apr-22	
	1.2 Strengthen governance			Apr-22
			in draft	Apr-22
			proposal	Apr-22
	1.3 Build awareness, capability & confidence		pilot Dec 21	Launch Apr 22
			TTT Feb 22	Launch Apr 22
				Launch Sept 22
	1.4 External Benchmarking	proposal	March - Sept 22	
	2. We will foster a <b>culture of inclusion &amp; belonging</b> that welcomes and celebrates different cultures and groups and values each individual	2.1 Develop insight into lived experienced experiences of minority groups	in design phase	Mar-22
Survey live capturing responses			Mar-22	
Ready for launch			Apr-22	
in design phase - follow up form engagement survey analysis			May-22	
2.2 Review our people policies and practices		in design phase - follow up form engagement survey analysis	May-22	
		scoping	Mar-22	
			Jul-22	
2.3 Engage colleagues with "Stronger Together"			Apr-22	
			Jun-22	
			Jan-22	
			Mar-22	
			Oct-22	
			May-22	
			Apr-22	
			Final design stage	Jan-22
		Calendar of events in design phase	ongoing	
2.4 Enhance our approach to flexible working		proposal	Feb-22	
		Sep-22		

3. We will build a more diverse workforce that is reflective of the demographics of our customers and the communities around us.		external recruitment agency tender process in progress	Mar-22
			Mar-22
	3.1 Increasing brand awareness and attract under-represented groups	Identifying all networks. Action to check localised networks	Apr-22
			Feb-22
		awaiting publication	Feb-22
			Mar-22
			Sep-22
	3.2 Adopt inclusive recruitment practices		Launch April 22
	3.3 Increase retention through corporate talent programmes	scoping	pilot Mar 22
			ongoing
		promote in line with performance year proposal	Mar-22
			Apr-22
	3.4 Maximize funding opportunities		ongoing
	3.5 Provide greater transparency over data & analytics		Jun-22
			TBC
			TBC
	3.6 Youth engagement / early careers	scoping	Aug-22
		Proposal	Apr-22
		TBC	
3.7 Systems and Processes		TBC	
		Apr-22	