

MEETING OF THE BOARD OF TRUSTEES

Items in red are confidential

Minutes of a meeting of the Board of Trustees (the Trustees) of Canal & River Trust (the Trust) held on Thursday 21 November 2019. at the Hilton Garden Inn, 1 Brunswick Square, Birmingham, B1 2HW

Present

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

Apologies

None

In attendance

Richard Parry, Chief Executive
Julie Sharman, Chief Operating Officer
Stuart Mills, Chief Investment Officer
Simon Bamford, Asset Improvement Director
Heather Clarke, Strategy, Engagement and Impact Director
Steve Dainty, Finance Director
Mike Gooddie, People Director (from item 19/083)
Tom Deards, Company Secretary (minute taker)

19/076 APOLOGIES

No Apologies were received, as noted above.

CHAIR'S WELCOME AND REMARKS

The Chair welcomed all attendees to the meeting.

The Chair reported that notice of the meeting had been given to all trustees entitled to receive it and that a quorum was present.

The Board reflected very positively on the previous day's site visit and evening reception.

19/077 REGISTER OF INTERESTS AND DECLARATION OF INTERESTS IN ANY MATTER ON THE AGENDA

The attendees declared interests and set out in **Information Report Trust442**.

CK confirmed that he was no longer a member of the Advisory Board to the Institute of Business Ethics.

SWh confirmed her status as Non-Executive Director of JP Morgan Global Growth & Income Trust (with effect from 1 January 2020).

19/078 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the Board of Trustees meetings held on 20 September and 29 October 2019 were approved.

Summary of actions arising from Board Meetings

All matters arising were in hand or on the agenda.

19/079 HEALTH & SAFETY REPORT [TRUST443]

JS talked through the report **Trust443** which gave the Board a review of Health and Safety for the period September and October 2019.

The Board approved the revised Safety Policy.

19/080 STRATEGIC REVIEW OF RISK AND RISK MANAGEMENT ARRANGEMENTS [TRUST444]

The Board discussed report **Trust444** on Strategic Review of Risk and Risk Management Arrangements.

CK's briefly summarised report **Trust444A** which set out key risks identified by Trustees.

RP agreed to produce a late paper for next week's Audit & Risk Committee meeting, with an amended Risk Statement, with further work on the Risk Register to take place for presentation at the February Committee meeting.

RP

RP also agreed that we would produce a report for the Board on the approach to asset risk taken by the water companies, following the series of meetings organised by SB.

RP/SB

19/082 TODDBROOK AND RESERVOIR UPDATE [TRUST445]

The Board discussed report **Trust445** which provided an update to the Board on the situation at, and plans for, Toddbrook Reservoir, and a status report on the two Inquiries. It also informed the Board about the wider impact on the Trust's management of its estate of large raised reservoirs.

SB then took the Board through the status of the Trust's other reservoirs with a similar spillway design, with actions in hand to ensure that these reservoirs are being managed safely with water levels being drawn down as quickly as local flood conditions would allow. SB also shared a summary of recent Section 10 reports.

RP confirmed that the Trust had recently appointed a new Reservoir Asset Manager who would lead the Trust's work in future.

19/083 COLLEAGUE ENGAGEMENT SURVEY [TRUST446]

MG took the Board through the first part of the confidential report [Trust446](#).

The Board agreed that the discussion had been helpful in understanding the challenges faced by the Trust in keeping up levels of engagement and considering ideas for improvement.

19/084 NATIONAL VEGETATION & ENVIRONMENTAL SERVICES – EXTENSION OF CONTRACT [TRUST447]

The report [Trust447](#) was noted by the Board.

After discussion, the Board approved the contract extension.

19/085 GOVERNANCE MATTERS FOR APPROVAL [TRUST448]

TD presented report [Trust438](#) which sets out the governance matters which require a decision or noting by the Board.

Following discussion, the Board:

- Approved the revised Trustee role description and agreed on the need to nominate a Safeguarding Trustee (to be nominated by the Chair in discussion with Trustees)
- Noted the Council nominations and elections update (sections 7 and 8);
- Approved the revised Terms of Reference for Bwrdd Glandŵr Cymru
- Noted the appointment of Robert Milburn as co-opted member of the Audit & Risk Committee
- Noted the resignation of Caroline Schwaller as Chair of the North East Regional Advisory Board and approved appointments to other Regional Advisory Boards
- Noted the induction arrangements for new Trust governance stakeholders
- Noted the Charity Commission guidance on the General Election
- Noted the proposed arrangements for the Board annual review

19/086 FORWARD PLAN [TRUST449]

The Trustees noted the Forward Plan [Trust439](#) which sets out the forthcoming business to be considered at future board meetings.

19/087 CHIEF EXECUTIVE'S REPORT [TRUST450]

The Board noted the Chief Executive's **Information Report Trust450** and the appendices which had been prepared by the Executive Directors.

The Board noted the Key Performance Measures and Targets – updated to the end of October.

In relation to **Appendix 2: Operations Report** JS highlighted various items in her report, including:

- The appointment of Mark Evans as Regional Director for Wales & South West
- Top 10 complaints since 1 April 2019 and the smooth transition to the new Customer Services supplier.
- Continued increase in overall boater satisfaction

The Board noted **Appendix 3: Asset Improvement Report**

The Board noted **Appendix 4: Investment and Commercial Report**

Appendix 5: People Report was noted by the Board

The Board noted **Appendix 6: Strategy, Engagement and Impact Report.**

19/088 FINANCE DIRECTOR'S REPORT [TRUST451]

SD presented his **confidential Information Report Trust451** which was noted.

19/089 BOARD COMMITTEE MINUTES

The Board noted the **minutes** of Audit & Risk Committee meeting on 17 October 2019.

The Board also noted the **minutes** of the Investment Committee meeting on 17 October 2019.

19/090 ANY OTHER BUSINESS

None.

19/091 CLOSE

Date of the next meeting – • Thursday 30 January 2020 (North West - Macclesfield)

RP confirmed that this meeting would be hosted by SB and his team, including site visit to Toddbrook Reservoir.

There being no further business, the Chair closed the meeting.

Chairman

HEALTH & SAFETY REPORT

Author: Julie Sharman, Chief Operating Officer

1 PURPOSE

- 1.1 This paper provides a review of Health and Safety for the period September and October 2019 unless stated otherwise. The report covers Visitors, Employees, Volunteers and Contractors.
- 1.2 Trustees are asked to approve the updated Health & Safety Policy in Appendix 2

2 SAFETY STATISTICS – SEPTEMBER TO OCTOBER 2019

- 2.1 The Trust's overall 12-month RIDDOR accident frequency rate (AFR) at the end of October 2019 remains at 0.23 with the 1 RIDDOR notification in this period offsetting the one from a year ago which has fallen out of the 12-month rolling total. We remain in a better position on the Year to Date measure, with 43% improvement vs the first 8 months of 2018/19. The number of fatalities is also better than for the same period last year.

TRUST People*	AFR	Target
Employees	0.29	
Volunteers	0.29	
Contractors	0.08	
Trust Overall	0.23	0.15

RIDDOR INCIDENTS (YTD)	September & October 2019	current YTD	Prior year YTD
Employees	0	3	5
Volunteers	1	1	1
Contractors	0	0	1
Totals	1	4	7

Fatalities	September & October 2019	current YTD	Prior year YTD
Canal	3	12	
River	1	3	
Dock Marina or Towpath	1	2	
Totals	5	17	25

3 SAFETY IMPROVEMENT ACTION PROGRESS

- 3.1 The Trust held a Health & Safety representatives' day on 4th September, with the much larger pool of reps giving the day greater impact. The day included a review of the 'Back to Basics' campaign, an update on the Tribe culture survey feedback, how to give feedback, and training on site safety auditing using the new Survey123 Workplace Safety Tour app.
- 3.2 The Trust's annual Health & Safety conference was held on 23rd September. The focus of the day was about creating a positive health, safety & wellbeing culture in the Trust. Speakers included Trust colleagues, contractors, and external speakers including Dr Fred Sherratt (Anglian Ruskin University) who spoke about how leadership matters in managing safety and risk, and Abigail Hirshman from ACAS who spoke about the challenges of achieving balanced wellbeing during times of job pressure. The 100+ attendees were from line management roles across the Trust including lead volunteers and H&S reps. Feedback from the day showed 98% of attendees found it (very) worthwhile.
- 3.3 Following publication of the culture survey findings in September a group drawn from across the Trust met to discuss these in more detail and identify structural themes for the creation of an action plan of initiatives to develop the Trust's safety culture. The group discussed a range of aspects of the feedback and potential initiatives. Dominant themes emerging are: the desire to create a strong safety vision for the Trust; the need to focus on supporting line and people managers/ leaders to develop their impact in creating a dynamic safety management environment, at all levels in the organisation, translating communication into action by colleagues; and addressing colleague concerns relating to perceptions of fairness in the current culture. Tribe have developed a proposal to help with this which includes the creation of an immersive video experience for managers as part of development workshops. We are finalising details with them and will commence work during November.
- 3.4 Following a competitive financial and technical tendering process interviews have been held with prospective consultants to undertake the optioneering work to address the gaps in the Pontcysyllte Aqueduct railings. Two of the consultants were particularly impressive; Buttress, with excellent and recent practical experience of working on protected heritage structures in Wales; and Atelier One with a good reputation for innovation and able to demonstrate previous innovative works to heritage structures. We have commissioned both to go through the optioneering stage before settling on a preferred consultant for the final design and public consultation.
- 3.5 LogIncident improvements have now been completed, and a communication circulated to update all users.
- 3.6 During October and November, the Trust's Safety advisor team are doing a tour of the regions, so colleagues can bring out any questions, problems or any other safety related questions. The aim is to provide another route to health and safety advice as well as offering training on LogIncident and the new Workplace Safety Audit within Survey123.
- 3.7 We have previously identified a lack of consistency in provision of safety talks across the organisation. To improve assurance of this we have commissioned a system via QR codes to enable recording attendance at significant tool box talks, and receipt of safety alerts, procedure updates etc. The target date for completion is December.
- 3.8 The Safety Awards were launched at the Health & Safety conference, to recognise the individual or team of the year. The first-round judging has shortlisted 4 contenders who will be visited by the CEO and COO. In December the winner(s) will be announced.

- 3.9 Development of a new safety induction film has begun. The intention of the film is for new starters to view it on their first day. We aim to have this filmed and ready for use in the New Year.
- 3.10 A programme has been developed for 30 H&S standards to be reviewed and simplified, with 27 now within stage 1 (peer review), working with end users and H&S representatives to make them relevant and easier to understand.
- 3.11 Following recommendation, we are preparing to submit our recently published “Managing Health & Safety – A Guide” document for an award scheme run by the Plain English Campaign.

4 SAFETY REPORTS

4.1 FATALITIES

- 4.1.1 During September and October there have been a total of 5 fatalities to members of the public reported on our waterways, 17 in the year to date.

Safety Report	Sept / Oct 2019	2019/20 YTD	2018/2019 YTD
Fatalities	5	17	25

- 4.1.2 LogIncident #2827 (21/10/19) The body of a male long-term moorer was found in the canal water at Hanbury Wharf, Droitwich (WM) floating in front of his boat. The circumstances of how/ when he entered the water are unknown, but alcohol is believed to have been a factor. The death is not being treated as suspicious, the matter has been passed to the coroner.
- 4.1.3 LogIncident #2787 (12/10/2019) A body of a 76 yr old female was found in Victoria Basin, Gloucester (WSW). The circumstances around how or when she entered the water are unknown. The death is not being treated as suspicious and the matter has been passed to the coroner.
- 4.1.4 LogIncident #2569 (19/09/2019) The body of a 21-year-old man was recovered by emergency services from the water at Bardney Lock, Lincoln (EM). The police reported that the man had dived into the water and had not resurfaced, which was when the alarm was raised. The matter has been passed to the coroner.
- 4.1.5 LogIncident #2523 (14/09/2019) A male hire boater in his 80's died after he collapsed whilst on the craft, falling into the water near Lock 26 on the South Stratford Canal. The death is not being treated as suspicious and the matter has been passed to the coroner
- 4.1.6 LogIncident #2464 (06/09/2019) The body of a male boater was found on his boat which was on the Staffs and Worcester Canal (WM) Nr Cookley Tunnel. The death is not being treated as suspicious and the matter has been passed to the coroner.

4.2 PUBLIC SAFETY - SERIOUS INCIDENTS

- 4.2.1 There have been no Marine Accident Investigation Branch reportable incidents.

4.3 INFRASTRUCTURE RELATED INJURIES

- 4.3.1 There were 6 (16 YTD) Public infrastructure related Injuries in the two-month period.

Redacted

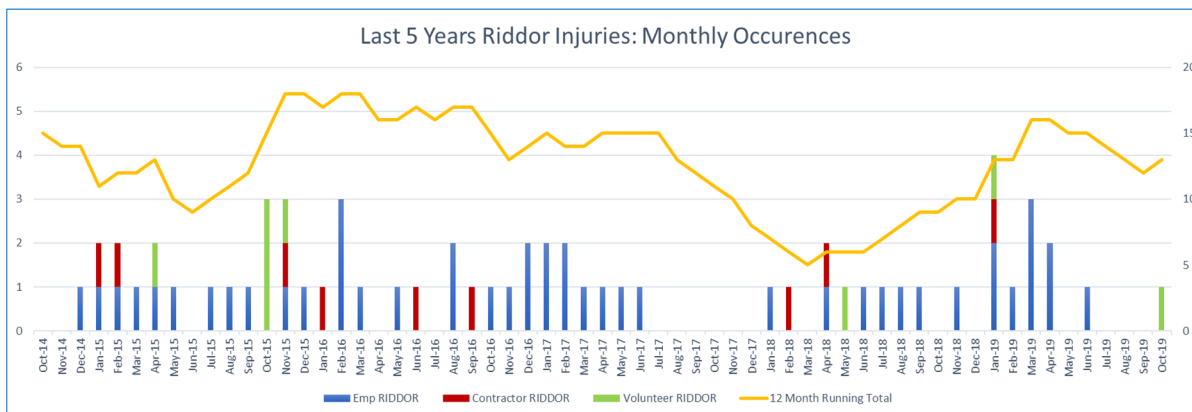
4.4 VISITOR RISK ASSESSMENTS (VRAs)

- 4.4.1 RoSPA are undertaking a 6-week programme of Visitor Risk Assessment Audits, including site visits, across the 5 of the Trust's museums and attractions. Reports will be produced for the individual sites plus one for the Trust to understand any common good practice and potential improvements. RoSPA will complete the report by the end of November.
- 4.4.2 The regional teams are reviewing the 22-visitor risk assessment pilot sites. They will agree any next steps and implementation timescales.

5 TRAINING

- 5.1 At the September Board Meeting Trustees asked for an update on the training that the Trust provides its colleagues given their respective roles and responsibilities. The Trust's Health & Safety Management System sets this out for Directors and responsible line managers (RLMs), who are responsible for (amongst other things) providing information and training on health and safety for their teams as required.
- 5.2 The IOSH training programme for Executives & Senior Managers, and Line Managers is now underway with 55 colleagues having attended 1 or 4-day training courses to date depending on their role. Feedback has been received following the initial few courses and minor improvements have been made. Further evaluation from feedback will be taken into account.
- 5.3 All RLM's are being offered training at the appropriate level of IOSH (Institute of H&S) training for their roles, all managers supervising construction activities attend the 4-day IOSH accredited training. In Direct Services, all Construction Managers hold a NEBOSH National General Certificate in safety management or have been assessed to NVQ level 3 in safety management.
- 5.4 There is a basic level of H&S training for all colleagues and volunteers. Specific roles require specific training, for example craft operative skills that require use of specific equipment must be trained and regularly refreshed. Training is provided through accredited external providers or competency assessed through our in-house competency assessment process by trained assessors under the CAATS scheme.
- 5.5 All Site Safety files contain the training certificates for colleagues deployed to the site so that the competency of individuals using items of plant and equipment can be easily checked and the currency of the qualification verified.
- 5.6 LMs and individuals are accountable for ensuring they are trained for the activities and equipment they use.
- 5.7 RLMs are required to review ongoing and periodically audit the training of their teams.

6 DETAILED REPORTING STATISTICS



6.1 EMPLOYEES, VOLUNTEERS and CONTRACTORS

- 6.1.1 There has been 1 RIDDOR and 2 Lost Time Injury during the period September and October 2019.
- 6.1.2 LogIncident #2807 (17/10/2019) RIDDOR A Heritage Boat volunteer stumbled as he was mounting steps to get off the craft and hurt his arm as he put his hand out to break his fall. He attended hospital and has a fracture to his wrist. An investigation into how to address this in future is being carried out.
- 6.1.3 LogIncident #2917 (24/10/2019) Whilst driving towards a roundabout in heavy traffic, a colleague was involved in a Road Traffic incident after another driver jumped the queue and sped along hashed lines before swerving in front of his van. This caused the colleague to brake hard and steer into the kerb. As a result, the accommodation pod door being carried in the rear of the van came loose from its securing strap and impacted our colleague in the side of their head, causing a suspected hairline fracture. The colleague was absent for 3 days and has returned to work. As the incident is an RTA (road traffic accident) it is not reportable as a RIDDOR. Fact finding has been completed and next steps being agreed.
- 6.1.4 LogIncident #2600 (25/09/2019) An employee strained their back while moving a survey boat. He returned to work within 7 days. The detailed cause of the injury is unclear and is thought to be a re-occurrence of an old injury. The person has been referred to Occupational Health for assessment.

6.2 POSITIVE INTERVENTIONS.

- 6.2.1 During September and October, we recorded 102 Positive Interventions. There is significant variability in the volume of intervention reports by month. We are planning to start reporting trends of intervention reporting as a proxy measure for our culture change progress.

6.3 OVERVIEW OF REPORTING STATISTICS

Safety Report	September/October 2019	2019/20 YTD	2018/19 YTD
Positive Intervention Reports	102	351	-
Near Miss Reports	171	554	376
Loss, Injury or Death Reports	195	655	267
Anti-Social Behaviour Reports	3	27	539
TOTALS	471	1587	1182
*More details can be found in Appendix 1			

- 6.3.1 We have investigated the relatively low numbers of Anti-Social behaviour reports in both SAP and LogIncident. We have identified that a volume of reports are being reported through our new CRM reporting tool and are not captured here, in addition to under-reporting generally. We will be issuing further guidance to colleagues to encourage more response, and on the appropriate reporting method to use.
- 6.3.2 A detailed breakdown of incident types is contained in the appendices. Overall rates of review and closure of incident reports has improved. We will continue this focus with all managers.

7 WELLBEING

- 7.1 To raise awareness of wellbeing in the workplace, on World Mental Health day in October, we launched a communication campaign focused on '5 ways to wellbeing', plus hints and tips for line managers and colleagues on supporting team members wellbeing. This also included provision of a bite size digital book to help people learn more about how to look after their own emotional wellbeing (hard copies have been provided at Trailer in Tour) and the launch of our new interactive wellbeing portal, which brings together everything the Trust offers in terms of wellbeing.
- 7.2 We recognise that working remotely can be particularly taxing for many and can impact on mental health, that is why we are increasing the representation of our mental health first aiders across our canal-based colleagues. Recruitment of volunteers is currently taking place, training is planned to take place in the New Year.
- 7.3 General absence rates in the Trust are 4.77 days per employee for the YTD to end of September, which converts to 9.5 days over the whole year, slightly ahead of the equivalent stage in 18/19. According to the CIPD the UK average is 5.9 days per employee, so there is much scope for further improvement. We have commissioned an internal piece of work to ensure we have a robust breakdown of the absence data and can monitor trends by illness type.

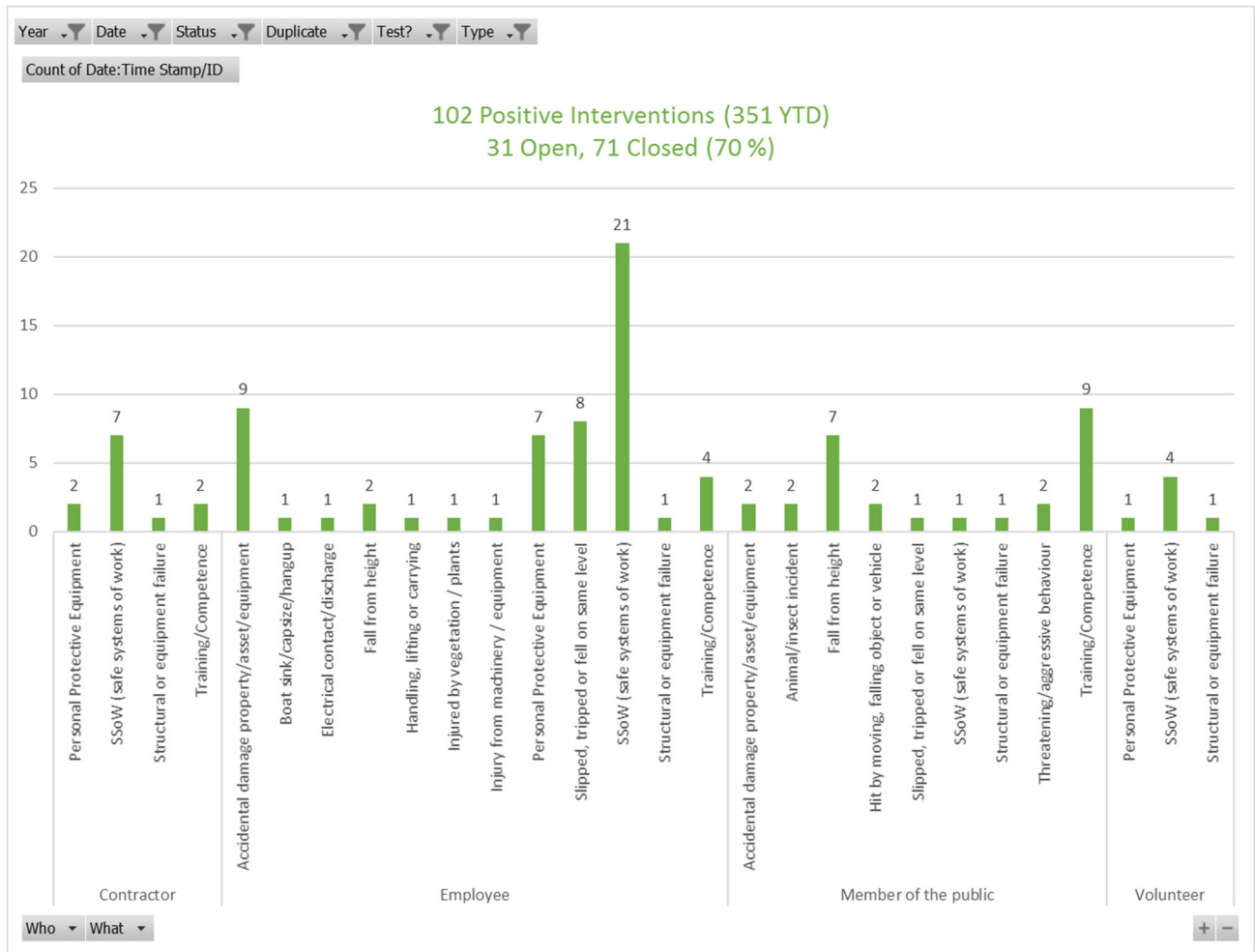
Appendix 1 - H&S Report

SAFETY REPORTS SUMMARY September - October

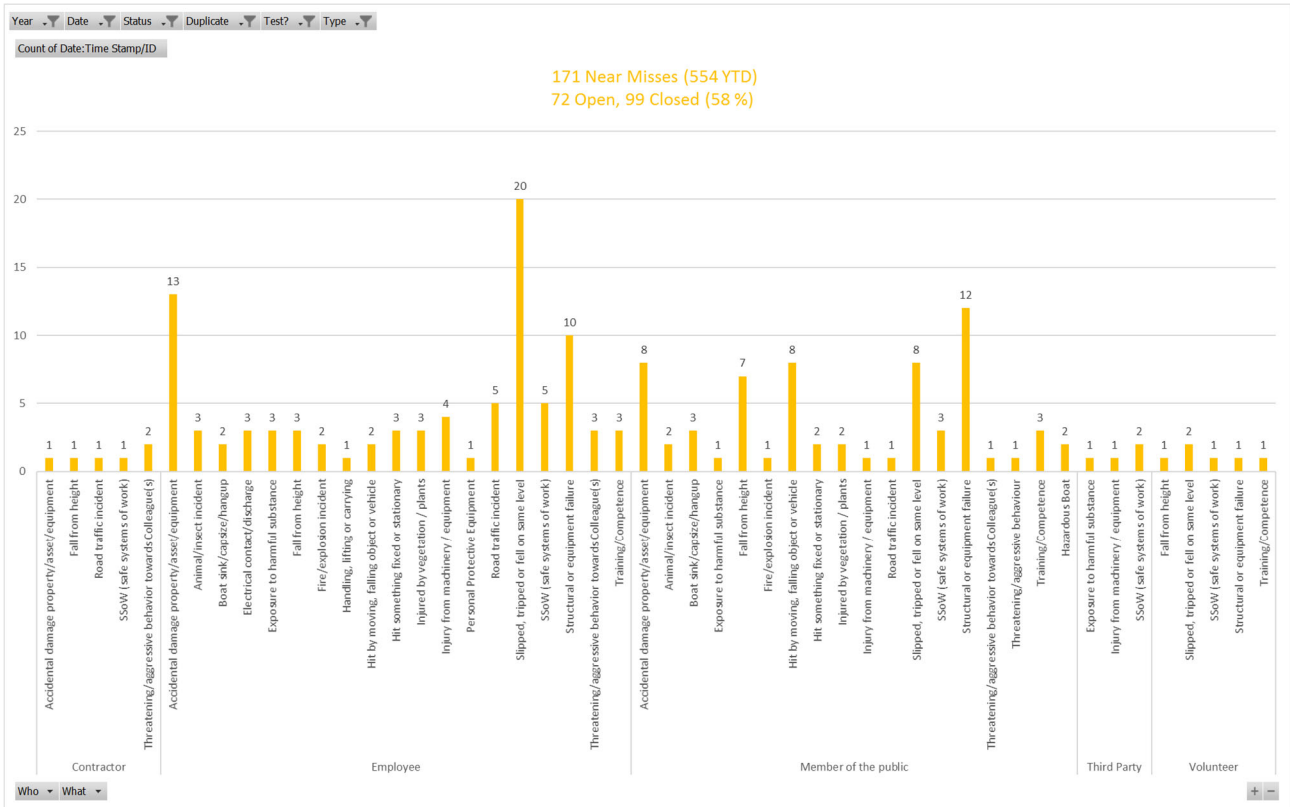
What Happened	Positive Intervention	Hazard Near Miss	Incident	Grand Total
Accidental damage property/asset/equipment	11 (10.8%)	22 (12.9%)	23 (11.8%)	56 (12.0%)
Animal/insect incident	2 (2.0%)	5 (2.9%)	14 (7.2%)	21 (4.5%)
Boat sink/capsize/hangup	1 (1.0%)	5 (2.9%)	7 (3.6%)	13 (2.8%)
Body Found	0 (0.0%)	0 (0.0%)	6 (3.1%)	6 (1.3%)
Electrical contact/discharge	1 (1.0%)	3 (1.8%)	0 (0.0%)	4 (0.9%)
Exposure to harmful substance	0 (0.0%)	5 (2.9%)	3 (1.5%)	8 (1.7%)
Fall from height	9 (8.8%)	12 (7.0%)	6 (3.1%)	27 (5.8%)
Fire/explosion incident	0 (0.0%)	3 (1.8%)	2 (1.0%)	5 (1.1%)
Handling, lifting or carrying	1 (1.0%)	1 (0.6%)	8 (4.1%)	10 (2.1%)
Hazardous Boat	0 (0.0%)	2 (1.2%)	0 (0.0%)	2 (0.4%)
Hit by moving, falling object or vehicle	2 (2.0%)	10 (5.8%)	15 (7.7%)	27 (5.8%)
Hit something fixed or stationary	0 (0.0%)	5 (2.9%)	8 (4.1%)	13 (2.8%)
Injured by vegetation / plants	1 (1.0%)	5 (2.9%)	4 (2.1%)	10 (2.1%)
Injury from machinery / equipment	1 (1.0%)	6 (3.5%)	9 (4.6%)	16 (3.4%)
Person recovered from water	0 (0.0%)	0 (0.0%)	13 (6.7%)	13 (2.8%)
Personal Protective Equipment	10 (9.8%)	1 (0.6%)	2 (1.0%)	13 (2.8%)
Road traffic incident	0 (0.0%)	7 (4.1%)	11 (5.6%)	18 (3.8%)
Slipped, tripped or fell on same level	9 (8.8%)	30 (17.5%)	31 (15.9%)	70 (15.0%)
SSoW (safe systems of work)	33 (32.4%)	12 (7.0%)	4 (2.1%)	49 (10.5%)
Structural or equipment failure	4 (3.9%)	23 (13.5%)	6 (3.1%)	33 (7.1%)
Threatening/aggressive behavior towards Colleague(s)	0 (0.0%)	6 (3.5%)	19 (9.7%)	25 (5.3%)
Threatening/aggressive behaviour	2 (2.0%)	1 (0.6%)	0 (0.0%)	3 (0.6%)
Training/Competence	15 (14.7%)	7 (4.1%)	4 (2.1%)	26 (5.6%)
Grand Total	102 (21.8%)	171 (36.5%)	195 (41.7%)	468 (100.0%)

Note compared to the table in 4.8 this list excludes Antisocial behaviour reports

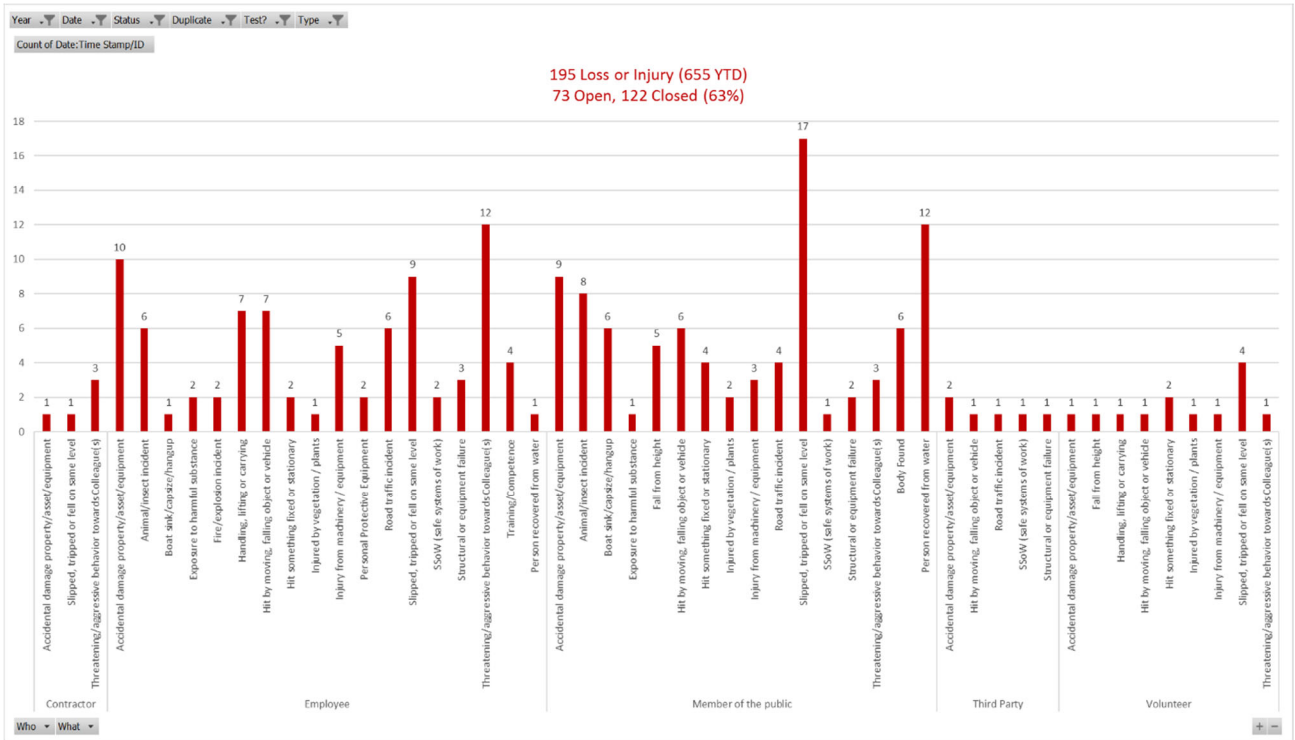
POSITIVE INTERVENTIONS September - October



NEAR MISS REPORTS September - October



INCIDENT REPORTS September – October





**Canal &
River Trust**

Health & Safety Policy

As the chair and chief executive of the Canal & River Trust we are committed to the highest standards of health, safety and wellbeing at work for all our employees, volunteers, contractors, partners, customers, visitors and neighbours. Specifically, our goal is to minimise accidents, injuries, and occupational ill health and their impacts, aiming to reduce and eliminate them.

Our approach to Health and Safety is based upon a Health and Safety Management System which complies with all relevant legislation and standards, and which helps us to effectively manage and mitigate the risks that are inherent in meeting our charitable objective to manage and operate waterways for public benefit. The System clearly lays out what we must each do in our roles to deliver a safe canal and river network.

Our aim is to have a proactive safety culture. We will make sure we equip our employees and volunteers with the right tools, knowledge and skills to work safely and deliver safe waterways. If guidance or training is needed we will provide it. You will always have our full support in improving health and safety, we seek to foster a learning and improving safety environment. Making our network as safe as possible every day is a responsibility that we all share, and our success depends on each one of us working together and doing our jobs in a safe way.

Before you start work stop and think. If you believe that a task is unsafe, Stop. If you see something that is unsafe, take action to rectify it.

We will strive to effectively manage those workplace issues that if not properly managed can be associated with poor health and wellbeing including stress at work. We believe that no person should experience abuse of any kind. The Trust is committed to providing safe environments and working practices that promote and protect the health, safety and wellbeing of all people at all times.



Face-to-face engagement is essential and we expect an active involvement from all our managers in wellbeing and safety conversations, so that all colleagues work together to improve health and safety continuously. We value the input that trained Safety Representatives can contribute in the development and application of our Health and Safety Management System and we encourage their involvement at every opportunity.

Every year, as part of our Management System, we will review and update our plan which identifies practical steps that we will take to improve safety and wellbeing.

As we implement changes to improve service, a robust change management process will be in place to minimise risks as far as we reasonably can.

Information, and analysis to understand safety performance trends, will be made available and regularly reviewed to inform our health and safety plans. Each year the Board of Trustees will undertake a full review of our approach to Health and Safety.

Through the application of this Policy, and compliance with Health and Safety legislation, we will work relentlessly to deliver injury-free waterways for everyone who works on, uses or visits them.

This policy, supported by standards and processes, must be applied to all activities carried out by Canal & River Trust, including projects undertaken on our behalf.

Allan Leighton
Chair of the Board of Trustees

Richard Parry
Chief Executive

2020

COLLEAGUE ENGAGEMENT SURVEY

Richard Parry, Chief Executive Officer

1. PURPOSE

The Board is invited to review the latest colleague survey results; a presentation of actions being developed in response to the feedback will be shared at the meeting.

2. INTRODUCTION

- 2.1 All of the Trust's employees and volunteers were invited to complete a feedback survey during September 2019. 1187 (circa 75%) of employees responded, and a little over a thousand volunteers.
- 2.2 This follows the last full survey in June 2018 and a 'pulse' survey to a sample of colleagues in June 2019.

3. RESULTS

- 3.1 The survey results are shown in Appendix 1. It presents a disappointing decline in engagement – with colleague engagement down from 69% in 2018 to 63%, and volunteer engagement also down by a similar margin to 71%. Some measures – around diversity, wellbeing, safety and support for the Trust's vision have held up or improved slightly. Others – around line management, leadership and communication have fallen by 10% or more.
- 3.2 Whilst it is good to see that more than three out of five colleagues (and more than seven out of ten volunteers) are fully engaged with the Trust, the decline in engagement confirms that we have much to improve, to ensure that everyone who works and volunteers at the Trust feels valued and able to make the best contribution they can to our work. We know that the effects of the recent re-structure continue to be felt in some areas, as new managers have recently joined and gaps in some teams are filled, and this may have had an impact on how some colleagues are feeling, but we cannot attribute all of our issues to this and need to re-double our efforts to act on these results.
- 3.3 Analysis of the key drivers of engagement within indicates that the key issues for colleagues, and to a large extent volunteers, are:
 - The Trust is a safe place to work
 - Understanding how my work contributes to the Trust's success
 - My skills and abilities are put to good use
 - The Trust promotes my health and wellbeing

- Leaders motivate and inspire me
- My pay is reasonable and benefits are satisfactory

We score relatively well on the first two, middling on the next two (use of my skills and health and wellbeing); and relatively poorly on inspirational leadership, pay and benefits.

3.4 Rightly or wrongly people are also increasingly concerned with their work-life balance and have rising expectations of higher pay, which – given that salaries have at least matched inflation in recent years at the Trust - may reflect the change in the wider context as earnings start to rise in the UK.

3.5 Looking at the Directorate level scores, there is quite a wide range, with all except Legal & Governance showing a decline:

	2018	2019
Asset Improvement	64%	58% (-6%)
Finance	71%	64% (-7%)
Investment & Commercial	71%	68% (-3%)
Legal & Governance	81%	89% (+8%)
Operations	68%	63% (-5%)
People	86%	69% (-17%)
Strategy, Engagement and Impact	83%	79% (-4%)

3.6 Within the data there are pockets of good engagement – the Procurement team (led by Fay Pollard) scored 90%+ again, as did the small Business Boating team under Gareth Stephens, and Heather’s Planning & Design teams scored 90% combined. By contrast, some of the teams within Asset Improvement and Operations are at 50% or below.

3.7 Looking at other demographics, females are more engaged than men (around 70% vs 60), and those with under 2 years’ service are the most engaged (75% vs 60) as we might expect. Engagement does seem to fall steeply however over the first 3 years. The results suggest that, once in your third year here, the average level of engagement is no different from those who have been here longer.

3.8 At the Board meeting, key members of the Executive team will share some of the actions proposed in response to the results.

Chief Executive
November 2019

EMPLOYEE SURVEY RESULTS SEPTEMBER 2019 (1187 responses)

	Census May/June 2018	Pulse Nov 2018	Pulse June 2019	Census October 2019
I am proud to work for the Trust	77%	77%	77%	77%
I would recommended the Trust as a great place to work	63%	58%	55%	57%
The Trust is a good organisation to work for compared to other organisations I know about	61%	59%	53%	55%
Considering everything, I am satisfied with the Trust at the present time	61%	52%	53%	51%
I would like to be working at the Trust in 12 months' time	78%	75%	75%	72%
I support the organisation becoming a Trust for the waterways and wellbeing	82%	80%	83%	80%
The Trust motivates me to do the best work I possibly can	49%	52%	50%	50%

	Census May/June 2018	Pulse Nov 2018	Pulse June 2019	Census October 2019
I am aware of the Trust's long term vision	82%	79%	-	81%
I understand how my work contributes to the success of the organisation in becoming a Trust for the waterways and wellbeing	77%	78%	-	81%
Within the Trust when there is a problem, the focus is on fixing it rather than who is at fault	32%	-	-	48%

	Census May/June 2018	Pulse Nov 2018	Pulse June 2019	Census October 2019
I am clear about what I am expected to do in my job	82%	-	-	79%
There is good cooperation between the teams I work with	62%	-	-	60%
As long as I get the job done, I have the freedom to work in a way that suits me	78%	-	-	79%
Where I work we have the resources we need to complete our work effectively	48%	-	-	45%
My job makes good use of my skills and abilities	-	-	-	66%

	Census May/June 2018	Pulse Nov 2018	Pulse June 2019	Census October 2019
I am satisfied with the benefits package	52%	-	-	45%
In comparison with people in similar jobs in other organisations, I feel my pay is reasonable	31%	-	-	29%

	Census May/June 2018	Pulse Nov 2018	Pulse June 2019	Census October 2019
My manager recognises and acknowledges when I have done my job well	79%	-	-	75%
My manager communicates effectively	75%	-	-	71%
I receive regular and constructive feedback on my performance	65%	-	-	57%
My manager is open to my ideas and suggestions for change	77%	-	-	74%
I am confident that on important matters my feelings / thoughts are communicated upwards by my manager	69%	-	-	64%
I have regular one to one meetings with my line manager	-	-	-	62%
	Census May/June 2018	Pulse Nov 2018	Pulse June 2019	Census October 2019
Our leaders are sufficiently approachable	62%	61%	-	58%
I believe the leadership team have a clear shared vision of the future	57%	54%	54%	51%
Our leaders motivate and inspire me to be more effective in my job	42%	41%	38%	35%
The Trust's leaders are open and honest in their communications	-	-	39%	38%
	Census May/June 2018	Pulse Nov 2018	Pulse June 2019	Census October 2019
I have the opportunity to contribute my views before changes are made which affect my job	43%	40%	-	42%
I think it is safe to speak up and challenge the way things are done	55%	-	-	58%
My views are listened to and valued	-	-	50%	50%
I have the information I need to be an effective advocate	-	-	57%	58%
I feel well informed about what is happening in the Trust	-	-	47%	50%
	Census May/June 2018	Pulse Nov 2018	Pulse June 2019	Census October 2019
Health & safety is taken seriously at the Trust	88%	-	-	83%
My line managers listens to my input on safety	79%	-	-	80%
I believe the Trust is a safe place to work	-	-	-	83%
	Census May/June 2018	Pulse Nov 2018	Pulse June 2019	Census October 2019
The Trust does a good job of promoting colleague health and wellbeing	71%	55%	-	59%
I can meet the requirements of my job without regularly working excessive hours	56%	-	-	56%
I am able to strike the right balance between my work and home life	64%	-	-	58%

VOLUNTEER SURVEY RESULTS SEPTEMBER 2019 (1085 responses)

	Census May/June 2018	Pulse June 2019	Census October 2019
I am proud to volunteer for the Trust	89%	91%	90%
I would recommended the Trust as a great place to volunteer	96%	89%	85%
The Trust is a good organisation to volunteer for compared to other organisations I know about	-	51%	43%
Considering everything, I am satisfied with the Trust at the present time	70%	74%	66%
I intend to volunteer for the Trust in the future	94%	92%	89%
I support the organisation becoming a Trust for the waterways and wellbeing	68%	71%	71%
The Trust motivates me to do the best I possibly can	-	63%	51%

	Census May/June 2018	Pulse June 2019	Census October 2019
I am aware of the Trust's long term vision	65%	-	60%
I understand how my work contributes to the success of the organisation in becoming a Trust for the waterways and wellbeing	69%	-	76%
Within the Trust when there is a problem, the focus is on fixing it rather than who is at fault	-	-	42%

	Census May/June 2018	Pulse June 2019	Census October 2019
My task manager recognises and acknowledges when I have done my role well	-	-	65%
My task manager communicates effectively	71%	-	65%
My task manager is open to my ideas and suggestions for change	-	-	57%

	Census May/June 2018	Pulse June 2019	Census October 2019
I am clear about what I am expected to achieve when I am volunteering	90%	-	83%
There is good cooperation between the teams I work with	47%	-	41%
Where I volunteer we have the resources we need to complete our work effectively	67%	-	56%

	Census May/June 2018	Pulse June 2019	Census October 2019
I believe the leadership team have a clear shared vision of the future	39%	-	36%
The Trust's leaders are open and honest in their communications	-	59%	40%

	Census May/June 2018	Pulse June 2019	Census October 2019
I think it is safe to speak up and challenge the way things are done	-	-	67%
My views are listened to and valued	57%	50%	46%
I have the information I need to be an effective advocate	67%	56%	53%
I feel well informed about what is happening in the Trust	63%	52%	49%
	Census May/June 2018	Pulse June 2019	Census October 2019
Health & safety is taken seriously at the Trust	-	-	86%
My task managers listens to my input on safety	51%	-	63%
I believe the Trust is a safe place to volunteer	86%	-	87%
	Census May/June 2018	Pulse June 2019	Census October 2019
I believe the Trust is an inclusive organisation, welcoming all who work or volunteer for the Trust	-	-	82%
I believe the Trust is committed to welcoming everyone	85%	-	84%
I am treated with fairness and respect by colleagues	86%	-	91%
The Trust is flexible about when I volunteer, and for how long	95%	-	95%

GOVERNANCE REPORT

Tom Deards, Head of Legal & Governance Services

1 PURPOSE

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

2 RECOMMENDATIONS

- 2.1 Trustees are invited to:

2.1.1 Redacted

2.1.2 Redacted

2.1.3 Redacted

2.1.4 Nominate a Safeguarding Trustee and approve the revised Trustee role description (section 6);

2.1.5 Note the Council nominations and elections update (sections 7 and 8);

2.1.6 Approve the revised Terms of Reference for Bwrdd Glandŵr Cymru (section 9).

2.1.7 Note the appointment of Robert Milburn as co-opted member of the Audit & Risk Committee (section 10)

2.1.8 Note the resignation of Caroline Schwaller as Chair of the North East Regional Advisory Board and approve appointments to other Regional Advisory Boards (section 11)

2.1.9 Note the induction arrangements for new Trust governance stakeholders (section 12)

2.1.10 Note the Charity Commission guidance on the General Election (section 13)

2.1.11 Redacted

2.1.12 Note the proposed arrangement for the Board annual review (section 15)

3 REDACTED

4 REDACTED

5 REDACTED

6 SAFEGUARDING TRUSTEE/AMENDMENTS TO THE TRUSTEE ROLE DESCRIPTION

- 6.1 The Board will recall that following the Charity Commission's report into the Oxfam safeguarding scandal, it agreed, in principle, to the designation of a Safeguarding Trustee, subject to the elaboration of a role profile.
- 6.2 The current Trustee role description has been amended to include reference to the Safeguarding Trustee and was presented to the October Audit & Risk Committee for discussion. The Committee recommended the addition of the safeguarding Trustee but noted the Trustee role profile had not been reviewed since 2015. The role profile has been revised and appears at **Appendix 3**. Amendments are in red. Aside from the addition of section 7 (safeguarding), the content of the role description remains unchanged, but the formatting of the role profile has been updated.
- 6.3 To summarise the proposal to the Audit & Risk Committee, it was suggested that the Safeguarding Trustee will join the Safeguarding Steering Group, which meets quarterly, to set strategy, review progress and provide approval for requested actions. Membership of this group will enable the Safeguarding Trustee to have an understanding of current safeguarding issues but maintain their non-executive status. An induction will be provided to the Safeguarding Trustee.
- 6.4 To ensure robust reporting lines back to the Board, it is proposed that a summary report of the Group's meeting is appended to the Governance Report presented to the Trust Board. The Safeguarding Trustee will be able to provide verbal feedback to the Trust Board meeting upon any areas of concern.
- 6.5 Should the Trust Board believe a matter requires greater oversight, it is able to refer the matter to the Audit & Risk Committee for review. For this reason, along with the Safeguarding Trustee's status as a member of the Safeguarding Steering Group, it is suggested that the Safeguarding Trustee should not be drawn from the membership of the Audit & Risk Committee. This will ensure that any review by the Audit & Risk Committee remains independent to the Safeguarding Steering Group.
- 6.6 The Board is asked to approve the revised role profile and nominate a Trustee to fulfil the role of Safeguarding Trustee.
- 6.7 Redacted.

7 COUNCIL UPDATE

- 7.1 The Trust has been in contact with the Local Government Association (LGA) for a fresh nominee to replace Cllr Roger Lawrence. The LGA's Appointments Committee is meeting in the coming weeks and will confirm their nomination in due course.
- 7.2 The Wildlife Trust has nominated to Council Ali Morse, their Water Policy Manager.

Ali recently joined the Wildlife Trust in a newly created role, based in their central policy team, which provides a focus on water. She also has an interest in the state of freshwaters in terms of water quality and ecology and so is a welcome addition to Council.

- 7.3 At their September meeting Council amended the Trust Rules to include the Commercial Boat Operators Association (CBOA) and Association of Waterway Cruising Clubs (AWCC) as new nominating organisations to Council. These organisations will be contacted for nominees to join Council in March 2020.
- 7.4 The Country and Land Association has nominated to Council Mark Riches (CLA Midlands Regional Director) to succeed Charles Trotman. Mark's appointment will take effect from the March 2020 Council meeting for a four-year term.
- 7.5 An Appointments Committee meeting will be held before the March Council meeting. There is still an opportunity for the Committee to appoint up to a further two co-opted Members.

8 COUNCIL ELECTIONS

- 8.1 The nominations period for elections commenced on 18 October 2019 and will run until 21 November 2019. Nominations are sought for the following constituencies:
- (a) Private Boating – 4 available posts
 - (b) Business Boating – 2 available posts
 - (c) Employees – 1 available post
 - (d) Volunteers – 2 available posts
 - (e) Friends of the Trust – 1 available post
 - (f) Fisheries/Angling – 1 available post
- 8.2 The elections are being held online with eligible candidates receiving an email containing a link to the nomination site. Where an email address is not held, letters have been sent, referring individuals to the nominations site. The nominations are supported by a page on the [Trust's website](#) containing information about the elections, along with FAQ guides. The elections have also been publicised through other methods:
- National press release;
 - The Boater magazine and social media (private boating)
 - Gateway and The Source (employees)
 - Volunteers newsletter
 - Friends of the Trust newsletter
 - Posters on boaters' noticeboards in the regions
- 8.3 In past elections, there has been a real challenge with Friends achieving the required five nominations (from other regularly donating Friends), therefore, on this occasion the requirement has been reduced to three nominations.
- 8.4 The call for nominations is open until midnight on 18 November 2019. Therefore, at the time of writing this report, the outcome of nominations is unclear. An update will be provided at the Trust Board meeting regarding the number of candidates in each constituency and if those constituencies will be moving to voting in the new year.

8.5 The Trust has received a number of complaints from roving traders regarding Council's decision to move roving traders from the business boating constituency into the private boating constituency. The Trust has reminded complainants that roving traders have never had a dedicated seat on Council. The Trust has also informed complainants that Council's decision in September was to include roving traders within the private boating constituency, rather than the business boating category, which comprises mostly larger fixed businesses such as marinas, boatyards, hire boat companies and various other tenants.

8.6 Roving traders are able to stand as a candidate - and will be able to vote - in the private boating constituency so their views are still represented at Council. We have encouraged complainants to consider standing for election to Council in the private boating constituency.

9 BWRDD GLANDŴR CYMRU

9.1 The Terms of Reference for Bwrdd Glandŵr Cymru have been revised. Proposed changes were presented to the Bwrdd Glandŵr Cymru meeting on 10 October 2019 and the Bwrdd recommends these changes to the Trust Board. Proposed changes can be found at **Appendix 4**.

9.2 The significant changes, with justification, are:

(a) Section 2, removal of the reference to the Chair of Bwrdd Glandŵr Cymru being a Trustee of the Canal & River Trust: This is no longer the Trust's practice.

(b) Section 2, amendment to the appointing body for the Chair of Bwrdd Glandŵr Cymru: Presently the Terms of Reference state that members of the Bwrdd are appointed by the Appointments Committee whilst the Chair is appointed by the Trust Board. As the Chair of the Bwrdd is no longer a Trustee, it is proposed that all Bwrdd appointments are dealt with by the Appointments Committee.

(c) Section 2, amendment to the term of office: Presently, Bwrdd members serve two terms of three years. It is proposed this is extended to a maximum of two terms of four years, to bring the Bwrdd Terms of Reference in line with those of the Trust's Regional Advisory Boards in England.

(d) Section 3, administrative arrangements: As the Head of Wales post no longer exists, it is proposed that the administrative arrangements for the Bwrdd are provided centrally by the Trust's management, through a nominated person (as nominated from time-to-time).

(e) Section 3, removal of the reference to an Annual Public Meeting: This is not reflected in current practice.

9.3 Trustees are asked to note that the Trust's Rules require that one member of Council is to be nominated from the membership of the Bwrdd. The Trust Rules currently stipulate that the Chair of the Bwrdd shall not be eligible for such a nomination. This reflects the fact that the Chair has previously always been a Trustee of the Trust and, therefore, it was not considered appropriate that this Trustee should also sit on Council.

9.4 It is proposed that an amendment is sought to the Trust's Rules (through a recommendation by the Appointments Committee to March 2020 Council) to remove this restriction, to allow the Bwrdd to nominate the Chair to Council if they so decide.

9.5 The Trust Board is asked to approve the updated Terms of Reference for the Bwrdd.

10 AUDIT & RISK COMMITTEE MEMBERSHIP

10.1 After a successful recruitment campaign, Robert Milburn has been appointed as a co-opted member to the Audit & Risk Committee. Robert was a senior audit partner with PricewaterhouseCoopers, specialising in the consumer, leisure and real estate sectors, until his retirement in 2014. Since then he has joined the audit and risk committees (in each case as an independent member) of Marie Curie, the Valuation Office Agency (an executive agency of HMRC) and The National Archives. He was a trustee of Parks for London from 2014 to 2018 and Advisor to the Audit Committee at Oman Tourism Development Company from 2015 to 2018. He is a governor and Chair of the Finance Committee at Lady Eleanor Holles School in Hampton. Robert is a Fellow of the Institute of Chartered Accountants in England and Wales and holds an MA in Philosophy, Politics and Economics from Oxford University. He is married with three adult children and lives in SW London.

11 REGIONAL ADVISORY BOARDS

11.1 Caroline Schwaller, Chair of the Yorkshire and North East Regional Advisory Board, has submitted her resignation. Recruitment for a successor will commence.

11.2 Five of the six RABs continue to advertise for new members: East Midlands, London & South East, South West, West Midlands and Yorkshire & North East.

11.3 A full list of Regional Advisory Board Members and their terms of office is included as **Appendix 5**.

11.4 The Board is asked to approve the following:

11.4.1 Dominic Pinto: London & South East, 2nd term for 3 years to 30 November 2022

Redacted.

11.4.2 Peter Rowlinson, North West: 2nd term 1-year extension to 30 November 2020

Redacted

12 INDUCTION FOR COUNCIL MEMBERS AND REGIONAL ADVISORY BOARD MEMBERS

12.1 Council will have a number of new elected and nominated members at the March 2020 meeting. An induction event will be required to help onboard them into their new role and familiarise themselves with the Trust. This induction event will be extended to include the Regional Advisory Board Chairs and members. The format

of the induction session will be similar to the Trust employee corporate induction day but rather than focus on operational matters, will be tailored to their unique roles and responsibilities.

- 12.2 The Waterway Ombudsman Committee has requested that their membership attend a Trust corporate induction day to enhance their understanding of the Trust; the Council induction day is believed to a better fit and the invite will therefore also be extended to Waterway Ombudsman Committee members.
- 12.3 Due to the significant number of likely attendees, two dates for the induction session will be offered in the spring. The programme is being finalised with a view to the induction dates and locations being confirmed in the coming weeks.
- 12.4 The changes to Council membership are likely to be greater in 2020 due to the outcome of the elections. Dependent upon the outcome of the induction session, in future years a smaller induction session or a different format may be used to induct new members. This will be reviewed after the induction event.

13 CHARITY COMMISSION GUIDANCE ON THE GENERAL ELECTION

- 13.1 The Board is asked to note that the Charity Commission has provided guidance to charities regarding the upcoming general election (for interest, the full guidance can be found [here](#) and the supplemental guidance [here](#)).
- 13.2 Care is required during a general election period to ensure the Trust's political neutrality is maintained. The Trust cannot give support or funding to a political party, to a candidate or to a politician. The Trust must maintain its independence from all political parties and ensure that any involvement it has with political parties is balanced.
- 13.3 Guidance reminding staff of the Trust's political neutrality will be issued prior to the general election.

14 TRUSTEE LIABILITY FOR FAILURE OF HIGH RISK ASSETS

- 14.1 An action from the October Audit & Risk Committee was to provide to the Board some general advice on individual Trustee liability for failure of high risk assets.
- 14.2 **A legally privileged summary advice note is included at Appendix 6.**

15 BOARD ANNUAL REVIEW

- 15.1 It is proposed that the Board's annual review commences in January with a view to completing before the end of the financial year.
- 15.2 Further details of the timeframe for the annual review will be set out in the Governance Report to the January Board meeting.

11 November 2019

Trustee Role Description

1 Purpose of the Role

1.1 The role of the Board of Trustees is to hold the Trust “in trust” for current and future beneficiaries, in line with its charitable objects by:

- ensuring that the Trust has a clear vision, mission and strategic direction and is focused on achieving these;
- being responsible for the performance of the Trust and for its ‘corporate behaviour’ and ensuring that it retains its ethos and values;
- ensuring that the Trust complies with all legal and regulatory requirements;
- acting as guardians of the Trust’s assets, both tangible and intangible, taking all due care over their security, deployment and proper application;
- ensuring that the Trust’s governance is of the highest possible standard; and
- agreeing the Trust’s performance targets for the Chief Executive and the senior management and holding them to account.

1.2 Key relationships:

- **External:** To maintain good working relationships with beneficiaries and users of the waterways, other partners and other relevant agencies who are involved in the work of the Trust.
- **Internal:** To maintain good working relationships within the Board of Trustees, with Council members, Partnerships members and key members of the Trust’s Executive Team and other Senior staff within the Trust.

2 Core Tasks, Responsibilities and Accountability

- 2.1 Ensuring that the Trust has a clear vision, mission and strategic direction and is focused on achieving these.
- 2.2 Ensure that Board policies support the vision, and strategic plan priorities.
- 2.3 To work as a Board, with the Chief Executive and other senior staff, to ensure that the Trust has a clear vision and strategic plan agreed by the Board.
- 2.4 Approve the Chief Executive’s annual and longer-term objectives and targets.
- 2.5 Ensure that the Trust’s annual budget is approved and a short and long-term view of the Trust’s finances is maintained.

3 Values

- 3.1 Being responsible for the performance of the Trust and for its 'corporate behaviour' and ensuring that it retains its ethos and values.
- 3.2 To ensure that the values and guiding principles of the Trust are articulated and reflected throughout the Trust.
- 3.3 To agree the method for measuring objectively the progress of the Trust in relation to its vision, mission, strategic objectives/priorities, business plans and annual targets, and to receive regular reports from the Chief Executive on progress towards agreed strategic priorities and the performance of the Trust.
- 3.4 To ensure that views of beneficiaries and other partners and stakeholders on the performance of the Trust are regularly gathered and considered by the Board.
- 3.5 To appoint the Chief Executive, to set his/her terms and conditions and to ensure that the Chief Executive and the Trust invests in the Chief Executive's ongoing professional development.
- 3.6 To hold the Chief Executive to account for the management and administration of the Trust.
- 3.7 To ensure that the Chief Executive receives regular, constructive feedback on his/her performance in managing the Trust and in meeting his/her annual and longer-term targets and objectives.
- 3.8 To agree and communicate Board policies.

4 Compliance

- 4.1 Ensuring that the Trust complies with all legal and regulatory requirements.
- 4.2 To be aware of, and to ensure that, the Trust complies with all legal, regulatory and statutory requirements, including all its obligations under competition law.
- 4.3 To maintain familiarity with the rules and constitution that govern the Trust, to ensure that the Trust complies with its governing instruments and to review the constitution regularly.
- 4.4 To adhere to the terms of the contractual agreements between the Trust and The Secretary of State for Environment, Food and Rural Affairs.

5 Monitoring

- 5.1 To act as guardians of all the charity's assets, both tangible and intangible, taking all due care over their security, deployment and proper application.
- 5.2 To ensure that the major risks to which the Trust is exposed are reviewed regularly and that systems have been established to mitigate or minimise these risks.
- 5.3 To ensure that the Trust has satisfactory control systems and procedures for holding all monies, properties and other assets and to ensure that monies are invested to the maximum benefit of the Trust, within the constraints of the law and ethical and other policies laid down by the Board.
- 5.4 To ensure that the income and property of the Trust is applied for the purposes set out in its charitable objects and for no other purpose, and with fairness between all properly qualified beneficiaries.
- 5.5 To act reasonably, prudently and collectively in all matters relating to the Trust and always to act in the interests of the Trust.

- 5.6 To be accountable for the solvency and continuing effectiveness of the Trust and the preservation of its endowments.
- 5.7 To do all that is reasonably practicable to ensure that the health and safety of employees, volunteers, contractors and all beneficiaries and users of the waterways.

6 Probity

- 6.1 Ensuring that the Trust's governance is of the highest possible standard.
- 6.2 Ensuring that the Trust has a governance structure that is appropriate to a charitable organisation of its size and complexity.
- 6.3 To reflect annually on the Board's performance and the Trustees' own performance.
- 6.4 To ensure that the Trustees have the skills required to govern the Trust well and have access to relevant external professional advice and expertise.
- 6.5 To ensure that there are succession plans for the Chair, the Chief Executive and other Executive roles, and to participate in individual and collective development and training of Trustees.
- 6.6 To abide by the Charity Commission's guidance for Trustees and any other associated guidance issued by the Charity Commission.

7 Safeguarding

- 7.1 Ensuring that the Trust fulfils its obligations regarding safeguarding.
- 7.2 Appoint a designated safeguarding Trustee who will:
 - (a) Be a member of the Safeguarding Steering Group, through which the Safeguarding Trustee will:
 - Receive updates on initiatives to create and maintain an appropriate safeguarding culture across the Trust;
 - Receive updates on the volume and nature of safeguarding concerns raised to the Safeguarding Team, together with information about referrals to external authorities;
 - Input into safeguarding risk analysis and reduction strategies;
 - Input into any decisions escalated to Safeguarding Steering Group level as to whether a safeguarding case meets the serious incident threshold for Charity Commission reporting;
 - (b) Keep the Board regularly updated on the effectiveness of the Trust's safeguarding regime;
 - (c) Report any recommendations and concerns raised by the Board to the Safeguarding Steering Group.

8 The Charitable Objects

- 8.1 ~~The objects of any charity are a key part of its constitution. As the Canal & River Trust is a company limited by guarantee its top level constitutional document is its Articles of Association, most of which deals with governance arrangements.~~ Ensure that the Trust complies with its charitable objects ~~of the Trust are as~~ set out in Article 2 of the Articles of Association as follows:

2. Objects

The Trust's objects are:

- 2.1 to preserve, protect, operate and manage Inland Waterways for public benefit:
 - 2.1.1 for navigation;
 - 2.1.2 for walking on towpaths; and
 - 2.1.3 for recreation or other leisure-time pursuits of the public in the interest of their health and social welfare;
- 2.2 to protect and conserve for public benefit sites, objects and buildings of archaeological, architectural, engineering or historic interest on, in the vicinity of, or otherwise associated with Inland Waterways;
- 2.3 to further for the public benefit the conservation protection and improvement of the natural environment and landscape of Inland Waterways;
- 2.4 to promote, facilitate, undertake and assist in, for public benefit, the restoration and improvement of Inland Waterways;
- 2.5 to promote and facilitate for public benefit awareness, learning and education about Inland Waterways, their history, development, use, operation and cultural heritage by all appropriate means including the provision of museums;
- 2.6 to promote sustainable development in the vicinity of any Inland Waterway for the benefit of the public, in particular by:
 - 2.6.1 the improvement of the conditions of life in socially and economically disadvantaged communities in such vicinity; and
 - 2.6.2 the promotion of sustainable means of achieving economic growth and regeneration and the prudent use of natural resources; and
- 2.7 to further any purpose which is exclusively charitable under the law of England and Wales connected with Inland Waterways;

provided that in each case where the Trust undertakes work in relation to property which it does not own or hold in trust, any private benefit to the owner of the property is merely incidental.

Version: 2

Approved:

Terms of Reference for Bwrdd Glandŵr Cymru

1. Purpose

The purpose of the [Board Bwrdd](#) is to support the development of the work of the Trust through engagement in the social, economic, political and cultural life of Wales. This will include:

- ensuring the Trust has a good understanding of the needs, issues and opportunities relevant to the waterways of Wales
- building influence and partnership working to support the work of the Trust in Wales
- developing a base of information relevant to the development of the waterways of Wales
- promoting the Trust and raising its profile in social, economic, political and cultural life of Wales
- working with the Trust to ensure its strategies and plans are developed and delivered effectively in the context of Wales

2. Membership.

- The [Board Bwrdd](#) has a total of between 6 and 10 members
- The Chair of the [Board Bwrdd](#) is ~~a Trustee~~ appointed by the ~~Trustees~~ **Appointments Committee**
- Members of the [Board Bwrdd](#) are appointed by the Appointments Committee and selected to provide a range of skills and experience relevant to the development of the Waterways of Wales
- Members will serve terms of up to two terms ~~not exceeding of 3-4 years; (i.e. a maximum of 6-8 years)~~
- The Chair may co-opt members to provide specific skills and experience or for particular tasks, such appointments would not normally exceed 12 months
- Membership of the [group Bwrdd](#) will be voluntary and unsalaried although reasonable travelling expenses will be paid

3. Management of Meetings and Business of the Board.

- The [Board Bwrdd](#) meets at least 3 times a year
- Meetings are convened by the Chair
- ~~The Head of Wales provides the Board Secretariat~~ **The Trust's management will appoint a person to act as the administrator of the [Board Bwrdd](#), taking notes for publication on the Trust's website, with other Trust employees attending as required**
- A record of the main meetings of the [Board Bwrdd](#) to be published on the Trust website
- Topics for consideration by the [Board Bwrdd](#) at its meetings ~~are~~ to be agreed by the Chair and Trust's **Chief Executive**
- The [Board Bwrdd](#) regularly engages with ~~North Wales & Borders the West Midlands and South Wales & Severn Waterway Partnership~~ **South West Regional Advisory Board** Chairs to ~~support their local role in Wales and~~ ensure alignment
- ~~Senior members of other Trust departments and The Chair may invite~~ other specialists ~~to meetings may attend~~ as required. ~~At least one member of the Trust Executive team to attend all meetings of the Board~~

- ~~• The Board to convene an Annual Public Meeting open to all~~

4. Nomination of Bwrdd Member to the Trust's Council

- The Trust's Rules specify that the Bwrdd is to nominate one of its members to the Trust's Council
- The Bwrdd shall nominate one of its members and the Chair shall communicate this nomination in writing to the Trust's Governance team

Amended/Updated in ~~xx~~2019

**Canal & River Trust
Regional Advisory Board Membership
As At 12 November 2018**

Status (All)

Key Name	Term	Firstname	Keyname	Start Date	End Date
Regional Advisory Board - East Midlands	1st Term	Anil	Majithia	02-May-2018	30-Jun-2021
		Andy	Oughton	17-Jun-2019	30-Jun-2022
		Jane	Stubbs	21-Mar-2019	31-Mar-2022
	2nd Term	Ahtesham	Mahmood	30-Nov-2018	30-Nov-2021
		Kathryn	Dodington	02-Sep-2017	02-Sep-2020
		Shirley	Rogers	30-Apr-2019	30-Apr-2022
1st Term Extended	Tim	Carter	09-Dec-2015	30-Dec-2019	
Regional Advisory Board - London & South East	1st Term	David	Brough	01-Jul-2019	31-Jul-2022
		William	Atkinson	02-May-2018	30-Jun-2021
		Louis	Howell	01-Jul-2019	31-Jul-2022
	2nd Term	Dominic	Pinto	12-Nov-2019	30-Nov-2022
	1st Term Extended	Jenny	Ballinger	19-Sep-2016	19-Sep-2020
		Matthew	Hunt	13-Jun-2019	30-Jun-2020
	3rd Term	Dick	Pilkinton	30-Apr-2019	30-Apr-2022
Regional Advisory Board - North West	1st Term	Jim	Crooks	30-Apr-2019	30-Apr-2022
		Gerry	Proctor	05-May-2017	05-May-2020
		John	Hatton	04-Jun-2018	29-Mar-2020
	2nd Term	Nigel	Weatherill	08-Mar-2019	28-Feb-2022
		Nicholas	Mead	14-Nov-2017	14-Nov-2020
		Peter	Jordan	14-Nov-2017	14-Nov-2020
	3rd Term	Audrey	Smith	14-Nov-2017	14-Nov-2020
		Keith	Sexton	30-Apr-2019	30-Apr-2020
	2nd Term Extended	Tayo	Adebowale	30-Apr-2019	30-Apr-2022
		Iain	Taylor	04-Jun-2018	30-Apr-2022
Regional Advisory Board - South West	1st Term	Peter	Rowlinson	12-Nov-2019	30-Nov-2020
		David	Fearns	31-May-2019	31-May-2021
	2nd Term	Tamsin	Phipps	30-Apr-2019	30-Apr-2022
		David	Hagg	19-Jun-2018	31-Mar-2021
	3rd Term	Ken	Oliver	24-Jan-2017	24-Jan-2020
		Edward	Helps	30-Apr-2019	30-Apr-2022
Regional Advisory Board - West Midlands	1st Term	Lois	Francis	30-Apr-2019	30-Apr-2022
		Robert	Moreland	30-Apr-2019	30-Apr-2021
		Imran	Mirza	01-Mar-2018	01-Mar-2021
Regional Advisory Board - Yorkshire & North East	1st Term	John	McNicholas	01-Mar-2018	01-Mar-2021
		Helen	Hudson	08-Oct-2018	30-Jun-2021
		Helen	Paterson	30-Apr-2019	30-Apr-2022
		Waseem	Zaffar	31-Mar-2019	31-Mar-2022
	2nd Term	Adam C	Boyle	30-Apr-2019	30-Apr-2022
		Ewan	Hamnett	31-Mar-2019	31-Mar-2022
		John	Yates	30-Apr-2019	30-Apr-2022
		Philip	Bateman	30-Apr-2019	30-Apr-2022
Regional Advisory Board - Yorkshire & North East	1st Term	Adrian	Curtis	27-Apr-2017	27-Apr-2020
		Caroline	Thorogood	31-Oct-2018	31-Oct-2021
	2nd Term	Richard	Atkinson	14-Nov-2016	14-Nov-2019
		Hilary	Brooke	30-Apr-2019	30-Apr-2020
		Robin	Stonebridge	30-Apr-2019	30-Apr-2021
3rd Term	Trevor	Roberts	30-Apr-2019	30-Apr-2022	
Grand Total					

CHIEF EXECUTIVE'S REPORT

1. INTRODUCTION

- 1.1 This report covers the period to the end of September, with more recent updates where available.
- 1.2 The aftermath and follow-up on the Toddbrook Reservoir incident continues to be the most substantial factor for the Trust to deal with and, being obviously unplanned, it inevitably continues to draw resource and focus from other planned activity.

2. INTERNAL MATTERS

- 2.1 The recent colleague survey results have shown a disappointing decline in engagement – which will be the subject of a separate item for discussion at the meeting. By contrast the feedback from our more recent Trailer on Tour engagement events during October – held at the yards, depots and smaller offices around the network – have generated a positive response, with strong support for the 'back to basics' Safety messages being promoted and the visibility of the Trust's leaders.

2.2 Redacted.

3. REDACTED

4. PERFORMANCE

- 4.1 Appendix 1 sets out our performance against the new set of KPIs for the first six months of the year. There are not yet any 'red' status measures though several are 'Amber' (behind target to date) and are being tracked carefully. Redacted
- 4.2 Those measures derived from the Waterway Monitor survey are on a different basis from the target. The much higher visitor numbers now reported – almost double the previous figure for the year to date – are believed to be robust after further investigation. (A summary note is available and can be shared with trustees).

5. EXECUTIVE REPORTS

- 5.1 The Executive's reports feature as Appendices 2 to 6. There is no Risk appendix as the Board is undertaking its annual **Strategic Risk Review** at this meeting, and that **paper** explains how we are proposing to incorporate a new parameter to reflect the 'loss of life' risk, which has moved the infrastructure-related risks to the top of the risk register.

Key Performance Measures and Targets – 2019/20

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Sept YTD	Full year target	Prior year actual
			2019/20	2019/20	2018/19
Growing the number & satisfaction of users & visitors	Visitor Volume	No of users & visitors to our waterways in typical two-week period within specified period ⁶	8.2 million ¹	4.3 million	4.1 million users / visitors
	Satisfaction Rating (user & visitor experience)	Towpath User Satisfaction	89%	92%	92%
		Boater Satisfaction	67% ²	73%	61%
Improving our public safety and health & safety of our colleagues	Public Safety	No of reported incidents due to infrastructure	12	27	28
	Safety of our Colleagues	Combined employee, volunteer/ contractor RIDDOR accident frequency rating	0.22	0.15	0.29
Good overall waterway condition (assets, water, heritage/ environment)	Asset Health Index	A combination of the new asset condition score (0 to 100) & the consequence of failure (1 to 5)) with 0 being excellent	43.33	Establishing the Baseline	New KPI

¹ Changes to survey weighting scheme have recently been implemented, causing an increase in the visitor numbers. In addition, improvements have been made to the way in which visit location information is collected.

² KPI is as at P4, updated results not yet confirmed.

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Sept YTD	Full year target	Prior year actual
			2019/20	2019/20	2018/19
Being inclusive - Growing the number of local users & BAME participation***	Local Users & BAME Participation (1km)	% of local people (living within 1km / 10-15 mins walk) using our waterways regularly	45%	32%	30%
		% of local people specifically from local BAME communities using our waterways regularly	46%	Being determined	Being determined
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	72%	67%	64%
	Feel Safe by Water	Personal safety/security rating of our waterways by local people living within 1km/ 10-15 mins walk)	85%	Being determined	Being determined
Growing our brand awareness, particularly those living within 1km of our waterways	Brand Awareness (All & 1km)	% of prompted awareness of the Trust among total population & local people	48% (all) 58% (1km)	45% (all) 54% (1km)	38%(all) 50%(1km)
Building a strong and broad supporter base	Supporter Growth	№ of Supporters (active & passive)	536,043	480,000	423,000 supporters across all channels
		№ of active Friends & other regular individual donors	30,586	35,000	28,580 active Friends

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Sept YTD	Full year target	Prior year actual
			2019/20	2019/20	2018/19
Improving our colleague engagement & diversity of those working & volunteering for the Trust	Diversity	% of recruitment colleagues from BAME background	6.62%	6.5%	5.9%
	Colleague Engagement (Employees/Volunteers)	Colleague engagement score	63%	68%	65%
		Volunteers	71%	80%	78%
Expanding our volunteer base / impact	Active Volunteers	№ of volunteer hours & № of active volunteers	273,160 3,462 ³	725,000	671,840
Defra Waterway Targets – improving our waterways/assets	Towpath Condition	Towpath condition graded C or better	Annual KPI	≥80.0%	80.8%
	Principal Assets	Principal assets grade C or better	86.93%	≥86.5%	86.8%
	Flood Management	Condition of flood management assets graded C or better	Annual KPI	≥99.0%	99.0%

³ No of active volunteers is a new measure and the way of calculating this is not yet confirmed, this value is individuals who've volunteered as little as 1 hour in the past 12 months.

OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

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

2. WHAT'S GONE WELL, NOT SO WELL

2.1 Positives

- 2.1.1 The Trust's Trailer on Tour engagement events

2.1.2 Redacted.

2.2 Challenges

- 2.2.1 Colleague and volunteer engagement results
- 2.2.2 Weather events
- 2.2.3 London resource difficulties

3. OPERATIONS

3.1 Operational incidents

3.1.1 Toddbrook Reservoir:

- 3.1.1.1 There will be an emergency response exercise held on 9th December.
- 3.1.1.2 New telemetry and alarming systems installed for water levels monitoring at the site.
- 3.1.1.3 During October we held four public open days at the reservoir, giving over 400 residents a tour of the site with our operational experts. These have been generally well received although some of the residents have been vocally critical of the Trust particularly in terms of vegetation maintenance. It has been a good opportunity to answer questions, address concerns and give some clarity following a difficult time for the local residents.

3.1.1.4 Redacted.

- 3.1.2 In West Midlands the Toddbrook incident has resulted in heightened public concern from residents/stakeholders relating to Earlswood lakes. This attracted some local media attention. The team held a local meeting to address these concerns.

- 3.1.3 Brentford Sluice Failure (LSE) resulted in approximately 1 mile of the navigation being drained. 50 boats were grounded. An investigation into the reason for the sluice failure has been undertaken.

3.1.4 Weather: Heavy and prolonged autumn rain has put much of the river network into flood at sites across the country. The most recent event has seriously affected South Yorkshire and has been extensively reported by the media, of particular note, flood gates on the Aire & Calder, Calder & Hebble Navigations and River Ouse (YNE) have been closed throughout October. Over the weekend of 26th October there was [flooding on the Weaver Navigation](#) (NW); in Northwich the marina and Waitrose carpark were flooded, despite relatively recent flood defences being completed. Acton Bridge cruising club was seriously affected with 2 sunken boats, post incident a number of complaints have been received challenging our incident response. Earlier in October heavy rainfall and high river levels have significantly affected the North Wales canals (WMS). In September flooding on the Swansea canal has resulted in water entering an adjacent nickel works, and property damage. The River Severn was closed at the beginning of October (WSW) and the river Tees (YNE) experienced a record spring tide that flooded maintenance works at the Barrage. All of the above has put an increased demand on local operational and response teams.



3.2 Water Management - Resources

3.2.1 Continued rainfall has had some benefits as we have seen a recovery of resources in southern areas. Planned restrictions were not required on the Oxford and Grand Union canals during October, reservoir holdings are at or near long term averages. Repair works were completed at Twyford Lock (River Stort) and the navigation is fully operational. Improved river flows are benefiting the Paddington Arm (Grand Union/Regents canal). All pumping stations are operational on the Kennet & Avon canal, though overnight restrictions have been retained as a precautionary measure due to low ground water. Upper Lee navigation - problems maintaining levels in Hardmead to Stanstead pounds due to low flows exacerbated by Thames Water abstraction and EA making changes to their infrastructure operations. On several occasions we have had to introduce overnight restrictions.

4. ORGANISATION

4.1 Regional Structure

4.1.1 Mark Evans has been confirmed as Director Wales & South West and will take up the post from January 2020. Mark, who is from Swansea was previously Waterway Manager for the K&A for 3 years, in the last 12 months he has led the waterside moorings team as well as being interim Head of Museums for the last 6 months. Mark has already met with Steve Thomas Chair Glandŵr Cymru earlier this month and has a date in the diary to meet with David Hagg, Chair SW.

4.1.2 L&SE - Resources with L&SE remain a concern with a continuing focus on securing candidates for vacant roles. We have appointed the Strategic Programmes Delivery Manager and the Boating and Customer Service Manager in the last 2 weeks along with 6 new operatives. An interim Community Engagement Manager is in place, but the permanent recruitment was unsuccessful and we have recently had difficulties sourcing candidates for 2 vacant posts for Area Operations Managers. Dedicated

recruitment support is in place. In the interim the COO Directorate has been able to provide additional support via a re-allocation of central resource to help with short/medium term resourcing issues.

4.2 Advisory Boards

4.2.1 Bwrdd Glandŵr Cymru met in October and was the first meeting with the new Chair, Steve Thomas. A successful meeting with a good debate about future working and the role that members can play in supporting the development and success of Wales & South West. Other topics included water resources on the Monmouthshire & Brecon Canal, the Welsh Language Scheme and the Pontcysyllte World Heritage Site.

4.2.2 L&SE - Regional Advisory Board Annual Public Meeting was held on 9th September. There was good attendance with several high profile regional figures. Promotional video can be viewed here: <https://canalrivertrust.org.uk/about-us/where-we-work/london-and-south-east>

4.2.3 The East Midlands Annual Public Meeting was held on the 7th November in Leicester, it was attended by over 70 stakeholders and included a presentation from the City Mayor Sir Peter Soulsby and a summary of the achievements from the year in the region. Excellent media coverage was secured including [sharing a video](#) on social media.

4.2.4 Caroline Schwaller will step down as Chair of the Y&NE Regional Advisory Board after the APM on 26th November as she is relocating to Anglesey. Recruitment for a replacement Chair is underway.

4.2.5 The Chairs Forum and Dinner on the 27th November (London Docklands) will include a site visit in the afternoon to Stoke Bruerne Museum as one of our strategic programme areas led by Phil Mulligan.

5. STRATEGIC PROGRAMMES - DELIVERING THE SERVICE

5.1 Beauty on the Doorstep - a key part of our strategy to create beautiful spaces is to gain Green Flag awards as third party endorsement of the quality of our canal and river corridors. All regions are focussing on maintaining existing awards and gaining new ones in more challenging urban environments for 2020.

5.1.1 In the NW we have been working with the Green Flag team at Keep Britain Tidy to produce a North West strategy. The Green Flag team will be developing and rolling out a bespoke training course to help Area Operations Managers create high standard management plans for submissions and we are discussing a Green Flag champions programme where selected individuals become accredited as judges. In L&SE there will be up to 5 additional sites applied for next year and in Y&NE we are reviewing the extent of work required to reach the standard required for 2021 submission as it's one of our 9 focus areas.

5.1.2 The Trustees have seen the challenges we have along the busy towpath in W&SW, Bradford on Avon, so we have been working with Julian House to clear up some of the rubbish. This has been a long-standing issue and still requires a long-term solution, however we have made small steps towards improving the situation.

5.1.3 One of our focus areas in Smethwick Birmingham WMS has been named the Revolution Walk. A large community event removed 9-one ton bags of rubbish from site and planted over 40 trees. Canoeing was led by Sea Cadets and food provided by a local Gurdwara EcoSikhs, Islamic Foundation, Holy Trinity Church. Overall we had over 550 visitors.



5.1.4 Supporting the movement - #PlasticsChallenge in Y&NE on the Leeds & Liverpool Canal / Aire & Calder, we hosted around 300 ASDA colleagues many of whom initially reported having no knowledge of the Trust. The project covered 10 miles of Leeds waterfront and cleared just under 2 tonnes of rubbish, 0.75t of which was plastic. All rubbish removed has been chipped and recycled into a bench for use by the community. ASDA donated £5k for the project and we are now in discussions for another event in 2020. The project was praised by the ASDA CEO at their Big Brunch to 3,000 colleagues, describing it as 'eye opening' and 'rewarding'. The event was a feature on their internal communications to 140,000 ASDA Colleagues and received much local and regional media coverage.



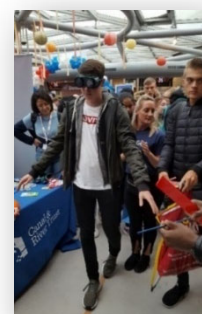
5.2 Community Safety - we know that antisocial behaviour, crime and graffiti discourage people from using our towpaths;

5.2.1 WMS is working with Urban Design team for a proposal to improve the access onto to the canal in Digbeth. Currently the ramp is used as a location for anti-social behaviour due to its design. We hope to work with HS2 to improve it and deliver DDA compliance.



5.2.2 in L&SE our Mooring Rangers joined the Police and Ealing Council officers in an operation following complaints of antisocial behaviour from a canal-side primary school in Southall (Paddington Arm). We are working with the school to address vegetation management thereby designing out these issues.

5.2.3 Don't Drink and Drown - Campaigning events held in NW, YNE and WMS regions specifically targeting the new student intake as part of freshers week. Targeting over 20,000 new students across the regions. In Manchester there was an event with partners from Greater Manchester Fire and Rescue Service and Transport for Greater Manchester; in Sheffield, events at both universities were attended while in the West Midlands events were attended at universities in Stoke, Wolverhampton, Keele, Birmingham and Coventry. The "walk of shame" proved popular which asked students to walk along a virtual towpath wearing "beer goggles" without falling in the canal. Further events are planned in high risk



areas over Christmas. Various students expressed an interest in volunteering. Elsewhere, efforts continue through social media.

5.3 Customer Service

5.3.1 The *Open Contact* contract started on the 1st November 2019 and the initial week went well. They are providing a significant increase in service hours: Mon-Fri 8am – 9pm, Sat 8am – 7pm and Sun 9am – 7pm.. These wider hours will ensure we are open when our customers are accessing our network. OCs team members have attended the Trust's induction and unlike MoneyPenny they will have access to Gateway, GIS and Skype, which will be of great benefit. Critical support is being provided by Trust staff at their office in Norwich for the first two weeks of the contract.

5.3.2 Performance under the outgoing supplier, MoneyPenny;

5.3.2.1 Calls for September were 12,198 v's forecast of 11,000 (1,198 above forecast). This was a result of low water levels, stoppages on the Regents Canal and due to the Brentford sluice issue. Usual queries around maintenance, rubbish and vegetation dominated contacts. Contacts for North West and West Midlands regions have continued to be higher than other regions due to mixed weather conditions again this month coupled with low water levels.

5.3.2.2 During September call abandonment was at 3.5%, compared to August of 1.6%. Email response rate ran 100% within 2 working days.

5.3.2.3 Satisfaction from customers in resolving their queries is at 93.9%, a reduction of 1.5% from August. The main area of dissatisfaction was around licence fees and evasion. 96.1% of customers report the overall service as being good or excellent. Calls answered within 30 seconds remains on target at 91%. First Call Resolutions for licence enquiries were at 99%.

5.3.3 Top ten complaints since 1st April 2019: (Level zero and Level one – total 328)

- Boating Navigation – Customer service facilities (including elsans, pumpouts, water points etc). (23)
- Maintenance - Towpath surface in general (19)
- Maintenance – Locks (12)
- Maintenance – Bridges (12)
- General Waterway Users - General Anti-Social Behaviour (12)
- Customer Information - Request for Assistance (11)
- Customer Information - Incident report (10)
- Maintenance - Vegetation (overhanging and within navigation) (10)
- General Waterway Users - Claims / Damages (9)
- Boating / Navigation – Personnel (Lock Keepers/Bridge keepers) (9)

5.4 Open Days

5.4.1 Open Day programme

5.4.2 We have publicised our Open Day programme, but unfortunately the first event at the Belgrave Stoppage planned for the 17th Nov was cancelled due to flood water levels on the River Soar. The winter programme of events is as follows:

Date (2020)	Location	What's on offer
19 January 11am to 3pm	Dowley Gap, Leeds & Liverpool Canal, nr Bingley	The Trust is replacing a set of lock gates at this staircase lock flight. Visitors will be able to see both the new and old hand-crafted lock gates, while a stonemason will be showcasing this heritage skill.
January	Stanley Locks, Leeds & Liverpool Canal, Liverpool	The Trust is hosting a heritage tour of the Stanley Lock Flight and Collingwood Dock. This should coincide with work to replace fenders on the gates at the top lock – giving a flavour of the work that goes into keeping the canal open and available for people to use.
January/ February/ March	Toddbrook Reservoir, Whaley Bridge	Further public open days will showcase works progressing on site – an important part of keeping residents of Whaley Bridge up to date.
January (tbc)	Stanley Locks, Liverpool	This open day will coincide with work to replace fenders on the gates at the top lock – giving a flavour of the work that goes into keeping the canal open and available for people to use.
1 & 2 February	Bedford Street Locks, Trent & Mersey Canal, Stoke	This staircase flight of locks will be drained with visitors able to access the bottom of the lock where repairs are being undertaken at locks 1 and 2.
February – (tbc)	Pontcysyllte Aqueduct, Llangollen Canal, nr Wrexham	The Trust is draining the aqueduct at this World Heritage Site as part of an important ten-yearly inspection. Trust experts will be on hand to talk about the history and maintenance of the aqueduct and canal.
February to March	Foxton Locks, Grand Union Leicester Line, Market Harborough	The Trust is hosting a programme of weekend events and activities (guided walks, talks etc) over the course of the maintenance works. In addition, a viewing platform in one of the drained locks will provide a unique view of the lock flight.
February	Anderton Boat Lift, River Weaver, Cheshire	Visitors will get a 'behind the scenes' look at the maintenance that goes into keeping the 'Cathedral of the Canals' in good working order.
March	Sharpness Dock, Gloucester & Sharpness Canal	This showcase of Sharpness will include tours of the site and an insight into how the Trust operates the Docks and the history of the docks. The Trust's #plasticschallenge will invite people to help tackle the issue of plastic pollution flowing from inland canals and rivers into the world's oceans.
16 May	Diglis, River Severn, Worcester	As part of a celebration of World Fish Migration Day, the Trust's partnership project <i>Unlocking the Severn</i> , which will ensure the return of migratory fish to the River Severn, will provide tours showcasing the construction of an important new fish pass at Diglis.

5.4.3 Sheffield Waterfront Festival (Y&NE) - continuing the birthday celebrations for the Sheffield & Tinsley canal, we held the 3rd annual waterfront festival at Victoria Quays. A range of activities were provided and over 5,000 people attended. This year we aimed to attract a more diverse audience, particularly those living within 1km of the canal. We advertised in local schools and visited other community hubs. 98% of visitors who responded to a survey stated that after the event they would come back and visit the canal.



5.5 Contract Works

5.5.1 NVES Contract (Fountains) – a separate paper is included for approval on an extension of contract.

5.5.2 Waste Contract (Biffa) - the process for tendering our waste services has commenced with pre-qualification questionnaires having been issued.

5.6 Boating & Mooring

5.6.1 The [Annual Boaters Report](#) was made available at the Trust’s Annual Public Meeting. Further copies are being distributed to offices, user forums, events and boating organisations. Electronic copies are sent to those renewing online and hard copies to those who renew by post.

5.6.2 Boater satisfaction - August survey findings show a continued increase in overall boater satisfaction and propensity to recommend. These continue to score higher in the monthly waterways survey (surveying boaters who have be sighted on the waterway) than in the annual sample survey of all boat licence holders. Overall upkeep scores (7-10) are broadly in line with the annual survey responses.

	Aug	July	June	May	April	Annual
Overall satisfaction (very/slightly satisfied)	71%	67%	67%	69%	64%	61%
Propensity to recommend (definitely/probably)	72%	70%	69%	68%	64%	58%
Overall upkeep (scoring 7-10)	51%	47%	46%	53%	48%	48%

5.6.3 We have consulted on, agreed and updated our [short-term mooring framework](#) to remove the impractical requirement for extensive data collection on the existing use of short-term moorings The revision requires a clear explanation of proposals to be published 6 weeks before any change is made and the changes to be trialled for at least 6 months. Customers are able to send their comments on the proposals before and during the trial. A decision is made by the regional director whether the change as trialled are implemented.

5.6.4 The License fee increases have been announced, a 2.5% annual increase in the boat licence fee from 1 April 2020. **Redacted**

5.6.5 L&SE – Two workshops for around 30 boaters were held in October to present proposals for the Islington Eco-Mooring Zone project, a Defra-funded project to install electric charging points for boats mooring on the Regent’s Canal towpath. Valuable feedback was gained from boaters as to how the project can be made more functional and what support, technical assistance and incentives boaters may need.

5.7 Our programme for ‘More activity on the water’, focusses effort in increasing engagement with our canals and rivers in our 9 focus areas where we have our community roots programmes and more broadly across the network in the case of Let’s Fish!

5.7.1 In W&SW on the Mon & Brec, the canalathon took place in September which included a team from Cardiff University with Bwrdd member Paul Thomas.

5.7.2 The EMS regional activity programme has continued a total of 20 participatory activities to encourage new audiences to enjoy the waterways. Paddle boarding taster sessions have again proved very popular with several participants signing up for further sessions with the local SUP group which adopts part of the Nottingham-Beeston Canal. New activities being piloted have included narrowboat taster sessions and a 'Clean Yoga' event at Trent Lock where participants practiced yoga before joining a volunteering session to help clean up the site.



5.7.3 WMS - Imagineer Bridge Project - we hosted Imagineer productions in an ambitious project to bring a bridge building kit along the canal by narrowboat, stopping at various locations to engage local people. The intention was to bring diverse communities together, encourage people to view the canal and canalside as a great venue for arts and activity and highlight the role the canal can play in further City of Culture events. The final installation was part of a major arts event.



5.7.4 Our 2019 Lets Fish! programme has had over 275 events and so far 7,300 participants this year (10,849 applications were made online prior to the events). By the end of the year we will have achieved double the number of participants last year (3,894) and 62% of participants are signing-up to receive the Trust's newsletter This activity has proved exceptional in its reach and impact and therefore the team are developing a specific business plan for future funding and resources to support increased delivery capacity in 2020, around 30 more level one coaches are undergoing training during the winter.

5.8 Attractions Development

5.8.1 In Y&NE we are working with a consultant (who is also interim manager for the site) on the operations of Standedge Visitor Centre over the winter to define our offer and resources for 2020 with a keen focus on costs, meanwhile the promotion of the weddings business is continuing.

5.8.2 In EMS Stoke Bruerne – a partners engagement day was held to discuss draft proposals for the site and develop the current 2-phase programme into a detailed business proposal. It is still planned to deliver a development project this financial year.

5.9 Connectivity

5.9.1 Active travel and connectivity

5.9.1.1 L&SE – Quietway - works progressing on this £1.7m project. Completion due March 2020

- 5.9.1.2 Thatcham improvement work (W&SW): Improvement work along a 2km stretch of Kennet and Avon towpath near Thatcham, started at the beginning of September.
- 5.9.2 Strategic Connectivity –
- 5.9.3 Expanding the network – Restoration & Acquisitions
 - 5.9.3.1 The Trust and Grantham Canal Society held an official opening for the restored Lock 15 in September part of the continuing GCHI Heritage Lottery funded work. The restoration has been carried out by volunteers with supervision and technical support from the Trust. A range of dignitaries from council and funders attended and the event received significant media coverage across two TV regions. Restoration of Lock 14 is also progressing well and is planned for completion in summer 2020.
 - 5.9.3.2 Leeds Inland Port on the Aire & Calder at Stourton Wharf has been granted planning permission by Leeds CC moving into the next stages of development for Port of Leeds.
 - 5.9.3.3 Montgomery Canal - School House Bridge - Planning consent has now been granted, a major milestone for the project. A paper was presented at the Exec meeting on 9 October containing proposals for the Trust’s ongoing involvement in the project as it approaches its construction phase in the Spring of 2020.

5.10 Boat Licensing Customer Support

- 5.10.1 Contract tenders have been submitted for the revised boat seizure contract and we aim to generate a 15% or £90k saving with full year effect in 2020/21

5.11 Business Boating

- 5.11.1 Redacted.

6. STRATEGIC PROGRAMMES – WELLBEING

- 6.1 Personal Health & Wellbeing, our community roots programme focussing on engaging people in areas of high deprivation;

- 6.1.1 Community Roots Y&NE– Sheffield and Tinsley Canal - the project has already consulted with over 19 groups focussing within 1km of the canal and identifying barriers to involvement. Regular canoe sessions will start in April and a key aim is to secure funding for towpath improvements with the Sheffield City Region.

- 6.1.2 Community Roots W&SW Torfaen: 5km of canal has been defined as part of the project including 1.25km within Torfaen council ownership. From initial discussions with community groups, emerging themes include improving access and local connectivity, greening the canal and enhancing the wildlife corridor, reinstating the Pontymoile Boat Festival and promotion of canal taster activities.

6.2 Community Wellbeing & Ownership

- 6.2.1 All regions hold regular volunteer inductions and in the EMS they introduced monthly volunteer inductions and forums covering each operational area, designed to improve communications and update on regional developments. It is an opportunity for volunteers to share best practice/highlight concerns, and receive training. Feedback on this initiative will be shared across all regions.

6.2.2 Volunteer Rangers Programme Development – we have developed a clear proposal for growing this volunteering offer which is already being piloted in Y&NE.

Volunteering hours recording	Target	YTD	2018/19 Achievement
Volunteer hours	725,000	304,622**	671,839
Active volunteers	N/A	3,462	3,610
Volunteer engagement	80%	71%*	-

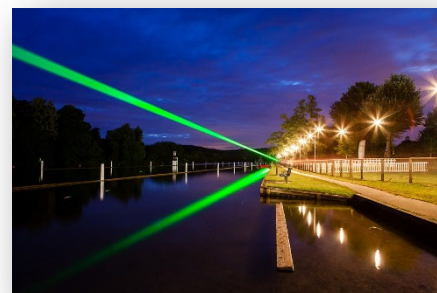
* from engagement survey

**October entries still ongoing

6.2.3 On the Calder & Hebble (Y&NE) at Elland, near to Halifax our first doctor’s surgery has signed up to become an adoption with a focus on wellbeing, encouraging patients and the community to get outdoors and make improvements to the local environment.

6.3 Connections with nature, arts and culture

6.3.1 EMS – Around 2-300 local people took part in the Canal Column of Light event in Leicester as part of the city’s Diwali celebrations. A 7-mile neon laser illuminated the water network and night sky. Arts and crafts workshops took place throughout the half term holidays. and, on the evening of 18 October, Limekiln Lock was the focus of activity. Indian snacks and spiced tea were offered to visitors.



6.3.2 W&SW - a careers partnership was formed with Leonard Cheshire, incorporating the museum and the region in Gloucester. Our learning programmes now feature in the Gloucester Education prospectus.

6.3.3 NW - 6 Young Leaders attended a workshop in Birmingham about youth engagement with the Canal & River Trust Council in September giving first-hand insights into how the Trust can develop and grow opportunities for young people.

6.3.4 L&SE - City and Islington student placements T Level/Level 3 BTEC National Students. 8 students have started a work placements in L&SE as part of their engineering course. They will be working with our team throughout the academic year and will reflect on the projects they have helped with and demonstrate skills for their end-of-placement assessment.

7. BRAND, SUPPORTERS & INFLUENCE

7.1 The EMS region’s Partnerships and External Relations Manager (PERM) has secured a place on the D2N2 LEP Place Advisory Board as an Inclusion Representative. They will be feeding into the development of the local Industrial Strategy, and will help to shape the priorities for a LEP-wide Visitor Economy and Tourism Strategy. A place has also been secured on the One Nottingham Board which includes leaders of statutory and voluntary organisations; the group is currently developing the new Nottingham Plan to 2050.

- 7.2 NW regional director and RAB chair met Liverpool Mayor, Joe Anderson, to discuss how the Trust and Council can develop a more strategic relationship.
- 7.3 NW - Ruth George MP for High Peak attended the Toddbrook reservoir open day.
- 7.4 L&SE - Canal Place-making Workshop held in September by Old Oak & Park Royal Development Corporation with support from the Greater London Authority. It brought together up to 30 delegates from the Trust, local authorities and other stakeholders to consider the value of the waterways in place-making, current and future opportunities, and approaches to design and management.
- 7.5 Pontcysyllte Aqueduct and Canal World Heritage Site: Celia Jenkins, member of the Wales Bwrdd has joined the World Heritage Board for the Pontcysyllte Aqueduct and Canal World Heritage Site, and will represent the Trust alongside Jenny Rogers, PERM W&SW, who is also the Chair for the Stakeholder Partnership Group reporting to the Board. The World Heritage UK annual conference and AGM 2019 ('Making the Most of World Heritage') was hosted by the Pontcysyllte Aqueduct. The Rt. Hon. the Lord Elis-Thomas, Deputy Minister for Culture, Sport and Tourism for Welsh Assembly opened the conference.
- 7.6 BBC Countryfile's Steve Brown interviewed Alex Ball about the 'Unlocking the Severn' project for a piece that will be going out as part of Children in Need on 27th October.
- 7.7 On Facebook, the angling page now has just over 34,000 followers with 1280 followers on Twitter. Website analytics for August and September confirm the fishing pages attract around 11% of the overall traffic to the Trust's website with around 120,000 page-hits per month on average. Over the last 12 months, the Trust boating Twitter feed has grown and seen an increase in followers. Sept 18 impressions 57,734 (with 1,662 followers). September 19 impressions 191,002 (3,815 followers).
- 7.7.1 Deryn our public affairs agency in Wales, is now managing two Twitter accounts in W&SW, Glandŵr Cymru. With early success including engaging with a number of AM's in Welsh Government receiving positive feedback from followers.

8. FUNDING & FINANCE

- 8.1 General funding applications or awards
 - 8.1.1 Pontymoile Adventure Triangle: Additional funding has been secured with our partners Torfaen Council towards the Pontymoile Adventure Triangle programme in South Wales. The additional Welsh Government funding expected to be around £150k.
 - 8.1.2 L&SE – Mayor of London's Good Growth Fund – bid for £600,000 was submitted to Good Growth Fund on 14th October to support delivery of the Trust's Regents 200 program in 2020.
 - 8.1.3 NW - Wigan Council have secured funding from the Mayor's Challenge Fund (via Transport for Greater Manchester) to deliver a series of walking and cycling improvements across the borough. A section of the Leeds Liverpool Canal between Wigan Pier and the West Lancashire border has been identified as a key strategic route for enhancement.

8.2 Towpath funding secured

- 8.2.1 Kennet & Avon: West Berkshire Council have indicated that additional funds can be made available towards towpath improvements along the K&A canal between Colthrop footbridge and Midgham Lock. This builds on Sustrans and local authority funding already secured.

9. PEOPLE

- 9.1 Trailer on Tour 2019 (ToT 2019) we have been hosting the events at local depots since 24th September. Over 50 events took place for colleagues and volunteers from across the Trust to receive important updates on organisation developments, regional priorities, and key winter safety messages. A detailed appraisal will be completed but anecdotal feedback has been very positive. People attending received branded winter hats and gloves.



- 9.2 Despite early positive feedback from the ToT events the full engagement survey shows a reduced engagement across Operations for both employees and volunteers. The exception is EMS which has achieved a 5 percentage point improvement. Key factors in volunteer engagement are the quality of the task manager and for colleagues it's leadership and communications.



- 9.3 Apprentices – amongst the apprentices joining the Trust recently 3 are in our M&E team and 1 is in social media and 1 in an administrative role.

10. FUTURE OPPORTUNITIES

- 10.1 The Government recently announced the Towns Fund. 100 towns are eligible to agree Town Deals, plans to transform their town's economic growth prospects with a focus on improved transport, broadband connectivity, skills and culture.
- 10.2 Beat the Street –the physical activity challenge, is being supported by Sport England who are offering 50% funding to schemes being delivered in the East Midlands. The Trust is exploring two potential partnerships, one with Leicester City Council and the other with Blaby District Council to deliver projects over the next year.
- 10.3 Future Energy Saving - The M&E team are working with Procurement and one of our electricity providers (EDF) to reduce our Maximum Import Capacity (MIC) for each major asset. MIC is the upper limit on the total electrical demand you can place on an asset. It needs to be high enough to meet the requirements of each asset. By review of our historical usage we believe we will be able to reduce the MIC and save up to £20K annually. There are potentially further opportunities in this area which we are exploring.

APPENDIX 3: ASSET IMPROVEMENT REPORT

Simon Bamford, Asset Improvement Director

1. PURPOSE

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

2. Positives and Challenges

2.1 Positive progression

Three significant projects to address high risk assets, Lune Aqueduct Embankment, Palmerston Street Embankment, Bollington and Hurlstone Lock have started on site and once completed in March 2020 will improve customer service and reduce risk. Aligned to this has been the the introduction of the 80:20 split of fixed and variable work programmes and of the reactive teams. Whilst the 20% variable projects have been deferred do to arising work there has been minimal change to the fixed element and in priority works there has been a 50% reduction in arising work with the result that only half of the variable programme element will be deferred.

2.2 Challenges

Redcated

3. Asset Management

3.1 Asset Strategy

The latest Asset Health Index is shown below:

Asset Health Index	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19
Number of Assets	8,293	8,293	8,445	8,706	8,706	8,706	8,706
Index at Assessment (Weighted)	37.06	<i>36.26</i>	36.65	36.65	36.52	36.76	36.78
Index at 2019 (weighted)	44.75	<i>42.90</i>	42.74	42.74	43.00	43.33	43.35

The 'Number of Assets' is the number of assets that can currently be measured (8,706).

The index combines the asset condition score with the weighted consequence of failure.

The asset condition score is a score of 0 to 100; where 0 is new condition and 100 is very poor condition / end of life.

The consequence of failure is assessed on a range of C1 to C5; with C1 being the lowest and C5 being the highest.

The asset condition score weightings have been slightly adjusted this month to the following;

- Assets with consequence of failure C1 weighted by 1
- Assets with consequence of failure C2 weighted by 1
- Assets with consequence of failure C3 weighted by 1.1
- Assets with consequence of failure C4 weighted by 1.2
- Assets with consequence of failure C5 weighted by 1.3

The index provides a measure of condition weighted by risk. The index works on a scale of zero to 100; where zero is very good health and 100 is very poor health. So, the higher the number, the worse the health of the assets.

The index is shown as:

- Index at Assessment – this is the assessment at the date when the asset was last inspected. The score for October is 36.78
- Index at 2019 – this is a modelled assessment of what we believe the asset would be if inspected today. The score for October is 43.35

It is also possible to determine a score for all assets above a certain threshold. The table below shows the a threshold of greater than 75.

Assets >75	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19
At Assessment No of Assets >75	245	216	249	249	253	260	261
At 2019 No of Assets >75	398	331	359	359	366	381	384
At Assessment % of Assets >75	2.81%	2.48%	2.86%	2.86%	2.91%	2.99%	3.00%
At 2019 % of Assets >75	4.57%	3.80%	4.12%	4.12%	4.20%	4.38%	4.41%

The Asset Health Index will be further developed as additional assets are added and as the new models are finished. The scores are likely to move during the rest of B19 as additional assets are added, models continued to be calibrated and our understanding of the index grows.

3.2 Asset Management

Lock Gate Innovation

Fabrication of the new design composite bottom gates is progressing well and we are on target for installation at Picketsfield Lock 71 on the Kennet & Avon Canal from 21st November. The new gates are manufactured from steel with timber heads, heels and planking with a target design life of 50 years, double that of traditional oak gates. The timber wearing sections have been designed to be replaced with the canal still in water so saving on future maintenance costs and environmental impact. Lessons learnt from the installation of this first set of new gates will be applied to the later installation of the Lock 71 top gates and both sets of gates being installed at Cheshunt Lock 9 on the Lee Navigation in the new year.

September and October saw a significant number of new embankment leaks occurring, principally in the North West, that will need monitoring and potentially intervention to manage the risk and prevent nuisance to neighbouring properties.

4. Financial Position

Figures in £k

Contribution	Year to date		Full Year		Variance		Commentary
	Actual	Original Plan	F6 Forecast	Original Plan	September YTD	F6 Forecast	
Project Delivery	(12.1)	(10.1)	(32.9)	(28.1)	(2.0)	(4.8)	Toddbrook Reservoir emergency works £4.8m
Direct Services	(8.4)	(9.9)	(22.0)	(22.20)	1.6	0.2	Payroll savings YTD offset against vacancy assumption planned centrally within Asset Improvement
Unlocking the Severn	(0.10)	(0.0)	(0.1)	(0.1)	(0.1)	0.0	No can change
Contingency	-	-	-	-	-	-	Dredging efficiencies to be transferred back to Priority Projects for Toddbrook

5. Priority Projects

5.1 Palmerston Street Embankment, Bollington - Clarence Mill

A decision was made on the 4th October to install the stop planks following the discovery of a sinkhole in the adjacent mill's access road; the offside washwall had also moved and tension cracks were visible along its length. Works were brought forward from the 23rd October, with our vegetation contractor and dredging contractor completing their elements of work sooner than planned. The stop planks were temporarily lifted on Weds 16th October to allow stranded boats to pass through before the area is closed for the winter. Kier mobilised to site on Wednesday 23rd October with works due to complete March 2020.

5.2 Saturday Bridge Retaining Wall, Birmingham & Fazeley Canal

The design has been reworked incorporating a 1m clearance between services in the roadway and the soil nails. The project is being progressed on the basis that ideally the works would proceed in January, but with the acknowledgement that the start date may be

put back to April. This has been discussed with Birmingham CC, who whilst not keen to see further delay, understand why it may be necessary.

5.3 Stainton Aqueduct, Lancaster Canal

The works are progressing well with the embankment above reprofiled and the canal reopened. Masonry works are progressing and are on plan for completion end of November.



5.4 Titford Pools Dredging

Dredging has started on the c£2.2m third party funded dredging of Titford Pools underneath the M5 Motorway in Oldbury in the West Midlands.



5.5 Froudes Culvert, K&A

The replacement culvert at Froudes, Kennet & Avon using a micro tunnelling technique are complete with the site and accesses being de-mobilised although progress has been impacted by the excessive rainfall.



5.6 Vicarage Road Bridge Repairs, K&A

We are working with volunteers to repair Vicarage Road Bridge using money donated to the Trust by a local supporter.



5.7 Culvert 126 Blackrod, Leeds & Liverpool

An emergency call was raised on Friday 18th October to bring the works to the culvert forward as water had begun to leak through the embankment again. Kier were able to install temporary dams either side of the culvert, undertake a fish rescue and de-water the area over the weekend. The planned works have been brought forward and commenced on Wednesday 23rd October.



5.8 Craven Towpath, Leeds & Liverpool Canal

Works are progressing well to the £1.8m third party funded towpath refurbishment of the Leeds & Liverpool Canal near Gargrave .



5.9 Dredging

The dredging programme is progressing according to plan with the exception of works on the River Ouse where flooding has restricted operation and the work has been suspended. Feeder dredging resources have been re-deployed to Combs and Bosley Reservoir feeders as mitigation works required with the loss of water resource from Toddbrook Reservoir for the 2020 boating season.

6. Priority Works

6.1 Health and Safety

A worrying near miss occurred at a recent emergency task at Denham Lock on the Grand Union canal. The lock balance beam failed and fell into the canal closing the lock and canal. This happened two days before the Hayes Canal Festival which attracts many boating customers. Video footage of the recovery and repair work appeared online highlighting potential health & safety concerns particularly surrounding the wearing of correct PPE. The main learning points identified by the safety investigation were:

Redacted

6.2 Programme Progress

In the first six months of the financial year the construction teams completed 353 packages of work including emergency works, additional drought mitigation projects and summer stoppages. There are photographs of examples of the types of works undertaken later in this section.

The implementation of a stable programme and greater collaboration with the reactive teams in the Region are having a beneficial impact on change. In the first six months of this financial year there were a total of 56 arising or emergency works that impacted the programme. During the corresponding period in 2018 the total number was 121, a greater than 50% reduction by volume.

Productivity measures are in development with a suite of common tasks such as piling, bank protection and brickwork pointing being analysed to develop unit costs to be used for pricing and performance benchmarking.

The main challenge with this year's construction programme is to deliver the programme with an efficiency saving of £1m. The teams have risen to this challenge and so far have delivered the programme with a total saving of £555k. These are predominantly the result of productivity gains, use of materials stored in depots and innovation on site, resulting in actual costs coming in lower than the business plan estimate.

6.3 Work Examples



New overhead crane installed at Stanley Ferry workshops – Capital Works



Before and after photographs of the headwall rebuild at Whitbrook Culvert on the Rochdale Canal



Sharpness fender repair - Phase one of the sharpness fender works was successfully completed using rope access contractors and GGR cranes to fix and lift the timber into place. The team were working around 12m tides and all types of weather conditions. Collaborative task completed by Direct Services and the West Midlands Region Reactive Team.



Tenterfields on the Rochdale Canal showing the completed waterway wall repairs

6.4 Grantham Canal Heritage Initiative



Works are progressing extremely well on site with lessons learned from Lock 15 restoration being implemented at Lock 14 to improve productivity.

7. UNLOCKING THE SEVERN

7.1 Access/Land acquisition

The CPO was formally exercised for Holt and Lincomb on the 18th September via the issuing of General Vesting Declarations. Discussions and agreements are taking place with relevant affected parties. The vesting date is 24th December.

7.2 River Severn Construction delivery – progress update

Diglis



- All site fencing has now been altered and the main footpath has been diverted on to a temporary route. This is working well and the fact that the fencing is open enables path users to see the works for which we have received excellent feedback.

- Works had commenced on installing the temporary fish pass which is required to be in place while we construct the main fish pass. However, due to significant rainfall, the temporary dam has and remains inundated. The temporary pass will be installed as soon as the river levels recede to safe levels.
- The piling has now and is progressing well notwithstanding the interruptions from flooding.

Bevere



- A significant proportion of the redi-rock walls on the land side have now been installed.
- The concrete bases and perturbation boulders are now being installed
- Due to the excess rainfall and high river levels, the site cofferdam has unfortunately been inundated twice in recent weeks. However, site clean up in response to the overtopping has been very prompt with staff re-deployed or engaged in other activities in order to minimise cost and programme impacts

Interpretation

- The project partnered with Gloucestershire Archives again, this time to deliver two River Ramble events as part of Gloucester History Festival. One event was aimed at adults and one at families. Both involved an indoor archive session followed by a guided walk to the Severn at Alney Island Nature Reserve.

Communications

- Welsh translations of key pages and key information for the website has now been completed
- During September the EU LIFE Fund visited to review progress against agreed project milestones. The first day they visited Bevere and Diglis on the Severn as well as the two sites on the Teme. On the second day, we had a financial review as well as a series of presentations and discussions on progress. They were impressed with the construction works, how we are managing the risks and how our activity plan is shaping up to promote the project to a wide and varied audience.

River Trainees apprenticeship programme.

- Both new apprentices started on 23rd September, **Redacted**. Both apprenticeships are formally with Canal & River Trust. Training providers have been appointed (Creative Alliance and Bridgwater and Taunton College).

APPENDIX 6: STRATEGY, ENGAGEMENT & IMPACT REPORT

Heather Clarke, Strategy, Engagement & Impact Director

1. Redacted

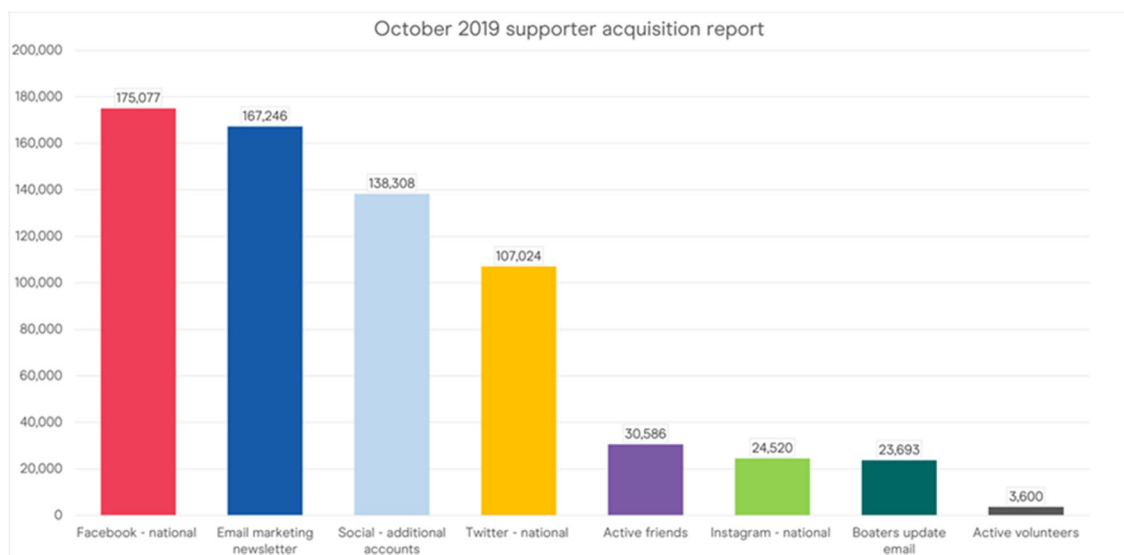
2. BP20 Preparation Process Underway

Business Plan guidelines and templates for written and financial submissions have been issued. Redacted

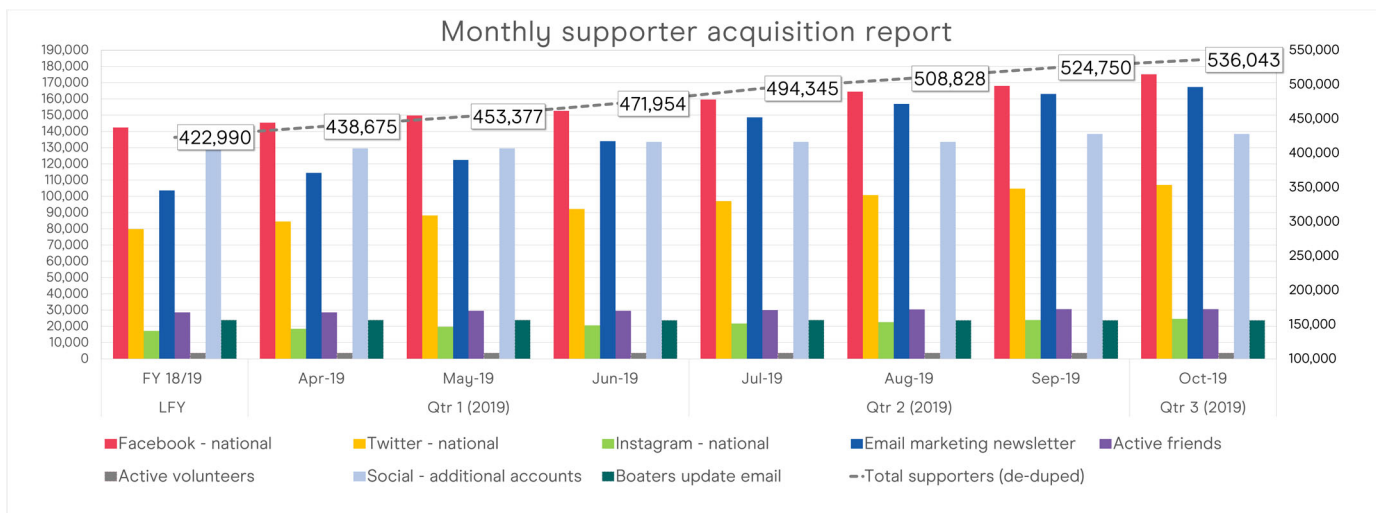
3. User to Supporter Strategy & Campaigns

3.1 Supporter Growth to Date

The Trust's current supporter total is now standing at just over 536,000 (October 2019), Redacted The total number of Friends at the end of October stands at 30,655.



Redacted



3.2 Six User to Supporter Priorities:

1. Community ownership of every mile (urban waterways)
2. Building a mass movement linked to wider societal challenges
3. Building affiliation and ambassadors network
4. Diversification of regular individual giving product portfolio
5. Growing brand awareness through mass marketing & brand campaign, signage and exploiting high profile external events
6. People, insight, systems and processes

3.3 Community Ownership

An in-depth review of our Towpath Taskforce drop-in volunteering product is nearing its completion and a report with findings and recommendations will be available at the end of November. The insight should help assist the Trust to widen the appeal of the Towpath Taskforce and increase micro-volunteer numbers.

3.4 Redacted

3.5 Redacted

Contactless Payment Donations

Contactless donations trailing commenced in early November with mini-devices on the towpath; core devices at museums and attractions in December/January; and permanent outdoor freestanding devices in spring 2020 (including options like wearable contactless). Redacted.

3.6 Brand Awareness

Three Year Brand Advertising Campaign (Well-B)

The marketing team is testing some organic marketing activity surrounding Well-B to measure audience response. We will use this insight to inform how we integrate Well-B into our brand activity moving forward.

Redacted

#PlasticsChallenge 2020

Redacted

We are planning for the Trust to have a garden at Hampton Court Flower Show highlighting the problem and solution for plastics in our waterways. **Redacted.**

A re-survey of plastic litter for the ongoing Plastics Challenge campaign is being co-ordinated, with results due in November 2019. A meeting was held with Coventry University to scope out a new commission on plastic waste in waterways – identifying sources of waste and identifying behaviour and control measures that can be implemented to mitigate future pollution levels.

Brand Activation - Brand Centre, Merchandise **Redacted**

Our new brand centre went live in October. It replaces the old brand portal, with a host of tools and templates to make it easy for all colleagues to brand their marketing and communications, helping us to reduce the need for external design expertise and cost, whilst staying consistent with our brand.

Redacted.

Brand Signage

Almost 2,200 signs have been audited via our signage app since April this year, resulting in 1,731 signs being ordered. 450 of these were for the brand blitz in the West Midlands. Almost 200 signs were installed in Wolverhampton, Worcester and Coventry during the two-week pilot and a further 250 are to follow. Findings from the pilot will inform implementation in other Regions, with a focus on the brand activation zones.

Website

We have created a website development plan in response to specialist agency research by Webcredible. **Redacted.**

3.7 People, Insight, Systems & Processes

Redacted

Marketing Automation Software (Marketo) tool

We are two thirds of the way through the implementation of our marketing automation software (Marketo) which is being designed **Redacted.**

4. Intelligent (Insight Driven) & Customer Centric Organisation

4.1 Redacted

4.2 Destination & Community Surveys

The procurement process is underway for a supplier who will be responsible for conducting community and destination surveys for the Trust over the next three financial years. The results of these surveys will be used to monitor the progress of the priorities being delivered by the Regions. Redacted.

4.3 Redacted

4.4 Redacted

4.5 Redacted

4.6 Customer survey

We have received almost 4,000 responses from our customer survey terminals at Ellesmere Port and Gloucester. We are using the data to inform customer improvements at these sites and also to review how the terminals could be utilised at different attractions. Redacted.

5. Policy & Public Affairs

5.1 Westminster

Following the announcement of the general election, a period of purdah is now active which restricts all political activity. Following the election result, work will continue with Cavendish and Flint Global agencies to analyse any possible impact on the Trust's strategy.

5.2 Closed & Open Consultations

The response to the Draft International Strategy Consultation has now been submitted, highlighting Glandŵr Cymru's strategic tourism priorities in Wales.

The Trust's work on polluted rivers received a positive mention during the Climate Change, Environment and Rural Affairs Committee's scrutiny of the Chair of Natural Resources Wales.

The Trust responded to the UK Government's consultation on managing invasive alien species which are widely spread in England and Wales. We also responded to consultations by Public Health England (Advancing our Health: prevention in the 2020s) and the Welsh Government (seeking views on the Home Nation's International Strategy).

6. Heritage, Environment & Water – Policy & Legislation

6.1 Listed Building Consent Order (LBCO)

The Trust is preparing for the implementation of the first national Listed Building Consent Order (LBCO), which is continuing to progress through Parliament. **Redacted.**

6.2 Biodiversity Net Gain & Green Infrastructure Improvements

A meeting with DEFRA officials was hosted by the Trust, where colleagues demonstrated the record of environmental sustainability and ability to deliver a biodiversity net gain through the planning system.

Redacted.

6.3 Environment Agency Water Abstraction Proposals

Policy and Water Team colleagues worked on the Environment Agency's draft proposals for abstractions deemed to be causing harm. The outcome of the Trust's response is a further meeting with the Environment Agency to discuss our objections.

6.4 River Basin Management Plans

Trust colleagues represented the navigation sector at a joint Environment Agency and DEFRA national advisory group, including discussions with AINA on coordinating the sector response to the next round of planning to protect navigation interests.

6.5 Natural Resources Wales

A meeting took place with Natural Resources Wales to resolve queries over the Trust's application of Habitats Regulations to the Montgomery Canal restoration. The outcome was an agreed approach that does not affect our restoration plans.

6.6 Air Quality

Redacted. A response to the Department for Transport's consultation on emissions from boats is being developed (deadline January 2020).

6.7 Weed Blooms

Work is being commissioned to investigate causes of weed blooms in London, with outcomes anticipated to include scientific and practical measures to reduce or prevent weed blooms.

7. Strategic Engagement & Partnership Opportunities

7.1 Sustrans - Paths for Everyone

The final draft MOU with Sustrans has been agreed and will be signed in late November. The premise of the MoU is to work together on strategic walking and cycling networks but reaffirms that even though our towpath network welcomes considerate cycling, it

is fundamentally a resource for walking and that pedestrians do have priority and our design principles will take precedent on our land.

7.2 The Ramblers

In October, we had an exec-level meeting with The Ramblers to explore opportunities for partnership working including policy, research and insight, advocacy, co-design and delivery of funding propositions, promoting initiatives such as walking for health, tackling loneliness, active ageing and social prescribing.

7.3 Sport England

We are working with colleagues in Sport England to develop MOU with action plan (including a potentially funded demonstrator project) in readiness for the launch of Sport England's new strategy in Spring 2020.

8. Participation Development

8.1 Step Up to Serve (#iwill campaign) - Youth Social Action

We have commissioned DJS to run an online survey of 2,000 16-25 year olds across England and Wales to better understand current concerns for young people, attitudes towards volunteering and social action, what type of volunteering opportunities young people may like to undertake at the Trust.

8.2 Year of Green Action

As we enter the final quarter, we are planning a mini impact report to look at activities delivered, partnership opportunities created and digital reach. **Redacted.**

8.3 Youth Engagement Advisory Group

We have recruited new members to join the group including representatives from: Sport England, Street Games, MIND and National Youth Agency. The group will meet on Monday 18th November in London.

8.4 Learning & Skills

Schools within 1km of a canal or river

As part of our ongoing campaign to engage the 2,132 primary schools within 1km of the network, we issued a classroom poster aiming to inspire these schools to explore their local canal with our online resources, which prompted email enquiries for further information.

School Pocket Adoptions Pilot Work

We are now working with five schools along the Regent's Canal across the 2019-20 school year to pilot our School Pocket Adoptions. We have appointed specialist consultants Kids Connections to work with teachers and the children taking part.

WEA (Institute for Adult Learning) Dream Fund application

We have worked with the WEA to submit a stage 1 bid to PPL's Dream Fund for a 3-year project which would deliver inspiring adult learning in Leicester and Sheffield.

8.5 Street Art, Sheffield

Working in partnership with Concrete Canvas (Sheffield street artists) and local community groups, the Trust launched a 'canal street art trail' as part of the Sheffield Waterfront Festival on 21st September 2019. The event attracted new audiences and raised awareness of the presence of the canal and the impact of graffiti on heritage assets. Concrete Canvas are keen to create an annual canal-based street art event. We are now planning phase two of the project, liaising with more community groups and local businesses.

9. Income - Voluntary & Statutory Funding

9.1 NLHF Heritage Horizon Awards (HHA)

The team has recently led on the co-ordination and submission of an Expression of Interest (EOI) to the new NLHF funding stream that will invest £100million in a small selection of iconic, innovative and transformational projects (that are truly 'outstanding', and on a par with previous flagship projects such as the restoration of the Mary Rose). **Redacted.**

9.2 DfT Transforming Cities Fund

Funding applications are being made jointly with the relevant Local Authorities for programme of towpath improvements **Redacted.** The deadline for the Tranche 2 bid submissions is late November 2019.

9.3 Major Gifts, Charitable Trusts & Foundations

Redacted.

Our Trusts, Foundations and Lottery Partner is now in post and is working closely with our Society Lotteries & Corporate Partner to build a pipeline of robust and outcome focussed propositions and projects.

9.4 EU Funding Programmes

Our current portfolio of four live EU Interreg Funded projects **redacted** continues with no adverse risks to report. We have a further two EU funding bids pending **redacted.**

9.5 Filming Income

Filming income this year is just under £159k (target £160k by end of March 2020). **Redacted**

10. Planning & Design Matters

10.1 Statutory Consultee Performance

10.2 The Trust responded to 1486 planning application consultations in England and Wales in the period 1st April 2019 to 31st October 2019, which equated to 96% compliance (response within 21 days or agreed extension) in England, and 100% in Wales.

10.3 Trust Promoted Schemes

The Trust has secured full planning permission for the Leeds Inland Port scheme on land at Stourton in Leeds. **Redacted.**

11. High Speed Two, Phase 1

The Trust attended the initial HS2 Birmingham Curzon Site Wide Vision workshop on the 17th October 2019, chaired by James Danby, Head of Commercialisation at HS2 Ltd. The study area extends along the Digbeth Branch Canal from Aston University and the Innovation Park in the North, through to Digbeth in the South.

The HS2 Colne Valley Viaduct crosses the Grand Union Canal in the Denham area. We have responded to two consultations from Local Planning Authorities about the detailed design of the Viaduct.

November 2019