



## MEETING OF THE BOARD OF TRUSTEES

Items in red are confidential.

Minutes of a meeting of the Board of Trustees (“the Trustees”) of the Canal & River Trust (“the Trust”) held at 1.00pm on 20<sup>th</sup> November 2024, Canary Wharf Group, One Canada Square, Canary Wharf, London, E14 5AB

### Present:

David Orr CBE	-	Chair
Dame Jenny Abramsky	-	Deputy Chair
Sir James Bevan	-	Trustee
Chris Fellingham	-	Trustee
Janet Hogben	-	Trustee
Sir Chris Kelly	-	Trustee
Ian Peters	-	Trustee
Jennie Price CBE	-	Trustee ( <i>virtually</i> )
Tim Reeve	-	Trustee
Ranjit Sondhi CBE	-	Trustee

### In attendance:

Richard Parry	-	Chief Executive
Heather Clarke	-	Strategy & Impact Director
Steve Dainty	-	Finance Director
Tom Deards	-	Legal & Governance Director
Anne Gardner-Aston	-	Health & Safety Director
Maggie Gardner	-	Fundraising Director
Malcolm Horne	-	Chief Infrastructure & Programmes Officer
Susie Mather	-	Director of Communications and External Relations
Stuart Mills	-	Chief Investment Officer
Karen Seth	-	People Director

### 24/073 APOLOGIES FOR ABSENCE

Apologies for absence were received from Bronagh Kennedy.

### 24/074 DECLARATION OF INTERESTS

The Board received and noted the Register of Interests report.

### 24/075 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the meeting held on the 26<sup>th</sup> September 2024 were approved as a true and accurate record of the meeting.

The matters arising report was noted by the Board with all outstanding actions complete or on the agenda for discussion.

**24/076 CHAIRMAN'S WELCOME**

The Chair welcomed Ranjit Sondhi, CBE to his first Board of Trustees meeting.

**24/077 CHIEF EXECUTIVE'S INTRODUCTION**

R. Parry provided an overview of the areas being presented at the meeting to the Board of Trustees and a number of other updates including:

- An increase in recent numbers of infrastructure-related injuries to users of the Trust's network.
- A serious near miss on the Lancaster Canal where Trust colleagues and contractors had accidentally cut through a high voltage cable located in the towpath, with internal investigations ongoing.
- Three recent colleague RIDDORs which were also the subject of ongoing internal investigations.
- The commencing of the Trust's annual winter works programme.
- Ongoing major infrastructure work (including reservoir works which continued to dominate and on its own were on track to total c.£23m this financial year.
- A recent increase in the Trust's national brand awareness score (to 55% in October) which followed successful public plastics and nature campaigns in the summer.
- Continued Trust engagement with DEFRA Ministers and MPs.
- The decision by the Planning and Environment Decisions Wales Inspector (received on 19 November) in respect of the Trust's appeal against the conditions imposed by Natural Resources Wales on the abstraction licences from the River Usk to feed the Mon & Brec Canal. This would result in periods when the Trust was not able to take sufficient water from the river to keep the Canal open, without purchasing additional water at considerable cost from Welsh Water.

***Action: Develop a Trust position to respond to Mon & Brec Canal water supply challenges for Board consideration.***

**24/078 BOARD STRATEGY DAY REFLECTIONS AND FOLLOW UP**

An update was provided to Board members following the Strategy Day held on the 7 November 2024.

The report detailed the proposed follow up actions which come out of the discussion.

Trustees discussed the report, with key points and comments including the

following:

- Agreement on the twelve propositions and principles contained within the report, noting the need for accountability for taking forward each proposition.
- The need for the Trust to publicly confirm its aim to keep its whole inland navigation network open whilst highlighting the risk of closure without necessary funding / support.
- The importance of clear criteria around any withdrawal from the endowment which should not be used merely to fund regular maintenance and repair work or to take the pressure off cost savings, with a specific cap on withdrawals

***Action:*** *Include a further strategy item on the January Board meeting agenda with specific recommendations for the Board's approval, to include proposals for criteria on any endowment withdrawal.*

## 24/079 LONG TERM FINANCIAL MODEL REVIEW

S. Dainty introduced the report which presented the current iteration of the Trust's Long Term Financial Model for the Board's consideration and detailed areas in relation to the B25 business plan.

The report detailed base, upside and downside long term scenarios, which had been updated since last presented to the Board in May, with the downside model including costs reflected in the Trust's draft Climate Adaptation report.

The Board thanked S. Dainty for the report which appeared to contain reasonable and valid assumptions and targets.

The Board discussion focused on the following aspects:

- The scale of the long-term financial challenge facing the Trust, which was clearly set out in the report. Trustees were clear that cost-efficiency alone would not be sufficient to ensure the financial sustainability of the Trust.
- The impact of the recent Budget, particularly with respect to the increase and reduction in cap in employers' national insurance contributions.
- The assumptions made around asset condition and risk, particularly in the context of climate change
- The ambitious nature of the recently approved fundraising targets with the need to keep these under review as the work of the Fundraising team progressed.

S. Dainty also noted that B25 planning had commenced, on a similar timetable to the previously year, with an update to be provided to the January Board meeting.

***Action:*** *Infrastructure Committee to undertake a review of Trust approach to asset risk and to report back to the Board.*

## 24/080 ANNUAL BOARD STRATEGIC REVIEW OF RISK MANAGEMENT

R. Parry summarised the Board paper, noting the changes to risk description and scoring since the last annual Board review and the proposals to introduce strategic risk themes into the Trust's risk management framework.

C. Kelly, as Chair of Audit & Risk Committee, reported on the discussions at the Committee which had been supportive of the introduction of the strategic risk themes.

The Board discussed the paper and the Trust's approach to risk management, noting the following:

- Endorsement of the Trust's overall approach to risk management
- Agreement on the introduction of the strategic risk themes
- The need to include climate change as a separate strategic risk theme
- The importance of defining risk appetite for each strategic risk themes, which was likely to vary across different themes.

***Action: The Chair to share with the Executive team examples of risk appetite definitions seen elsewhere, to assist in the formulation of Trust risk appetite statements***

## 24/081 TRUST IMPACT REPORT 2023/2024

H. Clarke introduced the draft Trust Impact Report 2023-24, noting the intention to publish the report in December in accordance with the outline communications plan which would focus on funding partners amongst other key audience groups.

The Board thanked H.Clarke for producing the draft Report and endorsed the content but noted the need for a clearer set of up-front headline facts and figures, to replace the introductory wording in the current draft.

Trustees were happy for the Chair to agree the final version and presentation of the report to reflect these comments.

***Action: The Chair to agree final presentation of the report with the Executive team prior to publication.***

## 24/082 BOARD BOATING COMMITTEE & BOAT LICENCE REVIEW COMMISSION

T.Deards introduced the report which covered the following:

- Approval to constitute a Board Boating Committee, with proposed membership and draft terms of reference included with the paper.
- Approval to form a Boat Licensing Review Commission with proposed membership and draft terms of reference included with the paper.
- Proposed boat licence fee increases from 1 April 2025, which followed

the longer-term level of increase previously approved by the Board.

- An update on the results of the Trust's recent hire boat customer survey

Trustees discussed the proposed terms of reference of the Commission, noting the following:

- The need to make reference to the Trust's long-term financial constraints as a relevant factor in any proposed changes
- The resourcing of the Commission, which will need to be fully supported to ensure that it able to carry out its role in accordance with the timeframes.

*The Board:*

- (a) APPROVED the establishment of a Board Boating Committee (on the basis of the agreed terms of reference) and duly appointed David Orr, CBE as Chair, alongside Chris Fellingham, Janet Hogben and Bronagh Kennedy as members*
- (b) APPROVED the establishment of a Boat Licensing Review Commission (on the basis of the agreed terms of reference subject to the inclusion of an explicit reference to the Trust's long-term financial constraints) and the appointment of Andrew Cowan to lead the Commission, with Penelope Barber and Sir Chris Kelly as members*
- (c) APPROVED the proposed boat licence fee increases from 1 April 2025.*
- (d) RECEIVED and NOTED the update on the results of the recent hire boat survey.*

24/083 GOVERNANCE REPORT

TD summarised the Governance report which had been previously circulated.

The Board:

- (a) **NOTED** the Trustee/Council Communications update
- (b) **NOTED** the County Court Judgement update.
- (c) **NOTED** the appointment of the East Midlands Regional Advisory Board Chair, Andrew Richardson and **RATIFIED** the appointment of Regional Advisory Board member, Edward Stannard, on the London & Southeast Regional Advisory Board.
- (d) **NOTED** the appointment of the Fundraising Committee Co-opted Members, Chris Askew OBE and Angela Cuff.
- (e) **APPROVED** the new and updated Policy Statements for:  
Data Protection & Information Governance, Inclusion & Diversity,  
Procurement, Asset Management, Freedom of Information Act &  
Environmental Information Regulations, Health & Safety, Competition and Law

Compliance, Anti-Bribery, Fraud & Corporate Criminal Offences  
Acquisition of Waterway Infrastructure, Whistleblowing, Unacceptable  
Behaviour, Treasury Management

(f) **APPROVED** the update of the authorised signatories to the Trust's bank mandates

(g) **NOTED** the minutes from the recent Board Committees.

**24/085 FORWARD PLAN**

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

**24/086 CHIEF EXECUTIVE'S REPORT**

R. Parry summarised the Chief Executive's report which included updates from individual Executive Team members, noting particularly the following – in addition to the briefing provided at the start of the meeting:

- The launch of the Trust's Better Boating Action Plan at the Annual Public Meeting.
- The re-constitution of the All-Parliamentary Inland Waterways Group following the General Election earlier in the year.
- Progress on Trust discussions with DEFRA on the KPIs for the post 2027 funding agreement.
- Ongoing work by the Trust to seek opportunities for alternative uses for reservoirs where they were no longer needed by the Trust or where there was spare capacity available that might be used by others for water supply.

**24/087 FINANCE REPORT**

S. Dainty briefly summarised the financial performance in the year to date.

**24/089 ANY OTHER BUSINESS**

There was no further business conducted.

**24/090 DATE OF NEXT MEETING**

22<sup>nd</sup> January 2025, London,



Trust Board Meeting  
20 November 2024  
Information & Decision Report  
Trust 794  
**Confidential Wording in Red**

## GOVERNANCE REPORT

Tom Deards, Legal & Governance Director

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### 1 PURPOSE

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

### 2 RECOMMENDATIONS

The Board is asked to:

- 2.1 Note the Trustee/Council Communications Update (section 3)
- 2.2 Note the County Court Judgement Update (section 4)
- 2.3 Note the appointment of the East Midlands Regional Advisory Board Chair and ratify the appointment of Regional Advisory Board members (section 5)
- 2.4 Note the appointment of the Fundraising Committee Co-Opted Members (section 6)
- 2.5 Approve the updated Policy Statements (section 7)
- 2.6 Update the authorised signatories to the Trust's bank mandates (section 8)
- 2.7 Note minutes from recent Board Committee meetings (section 9)

### 3 TRUSTEE/COUNCIL COMMUNICATIONS UPDATE

- 3.1 Following up on an action from the previous Board meeting, the Governance team is proposing to establish a method for Council Members to share views with Trustees outside of Council meetings.
- 3.2 The proposal is to set up a dedicated email address ([boardoftrustees@canalrivertrust.org.uk](mailto:boardoftrustees@canalrivertrust.org.uk)) with any emails sent to be overseen by the Governance team to forward to Trustees within 5 working days.
- 3.3 The Board would endeavour to discuss any issue raised in the email at the next Board meeting, with any response sent back (via the same email address) to the relevant

Council Member within 10 working days after that Board meeting.

- 3.4 There would be no expectation for trustees to respond personally to emails and it would be made clear that this is not a suitable forum for extended correspondence. Council members would still be encouraged to raise issues at Council meetings in the first instance.

#### 4 COUNTY COURT JUDGEMENT UPDATE

##### 4.1 Redacted

#### 5 REGIONAL ADVISORY BOARDS UPDATE

- 5.1 The Appointments Committee have recently appointed **Andrew Richardson** for a 1<sup>st</sup> 3-year term as Chair of the East Midlands Regional Advisory Board.

Andrew is currently a non-executive chair and advisor to the Institute of Technology, a non-executive board member of Ofwat (RAPID) and a non-executive director of the Nuclear Consulting Group. He is a former Executive Director for Electricity Transmission for National Grid and Chief Operating Officer for the Bioenergy Infrastructure Group

- 5.2 Board ratification is sought to appoint **Edward Stannard** for a 1<sup>st</sup> term of 3 years to the London & Southeast Regional Advisory Board.

Edward is an Executive Director of Parks for London (a charity that connects, supports, and advocates for those who own, manage, and maintain London's parks and green spaces) and previously the Community Development Officer at Habitats & Heritage, running the Giving to Heritage programme in partnership with the Heritage Alliance (a Heritage Lottery funded capacity-building programme designed to increase sustainability and resilience of heritage organisations across England).

Edward was also previously a Trustee (and later Co-Chair) of the London Museum of Water and Steam, a museum that tells the story of London's water supply system and the history of water pumping engines, with responsibility for strategic direction setting, sponsorship, fundraising, financial control and budget setting

#### 6 FUNDRAISING COMMITTEE CO-OPTED MEMBERS

- 6.1 Following an open recruitment process, the Fundraising Committee has appointed 2 co-optees to join the Committee.

##### **Chris Askew OBE**

Chris is the Chief Executive Officer of the Royal College of General Practitioners and a former Chief Executive of Diabetes UK and Breakthrough Breast Cancer. He has also held senior fundraising positions at the Juvenile Diabetes Research Foundation, Crisis and Action for Children. He is a trustee of the rare condition charity Action for A-T and recently served on the Board of the National Academy for Social Prescribing. He was awarded an OBE in 2020 for services to people with diabetes.

### Angela Cluff

Angela is Deputy Chair at Oxfam and Co-Vice Chair of Freedom from Torture. She also acts as an independent fundraising consultant and a Principal Consultant at the Management Centre (UK) Ltd. Angela has 30 years' experience in UK and international fundraising, including as joint campaign director for the NSPCC's 'Full Stop' campaign.

## 7 POLICY STATEMENT APPROVALS

7.1 The Board is asked to ratify the re-issue of the following Policy Statements which have been reviewed and require no amendments

- Data Protection & Information Governance
- Inclusion & Diversity
- Procurement
- Asset Management

7.2 The Board is asked to approve updated versions of the following Policy Statements

- Freedom of Information Act & Environmental Information Regulations
- Health & Safety
- Competition Law Compliance
- Anti-Bribery, Fraud & Corporate Criminal Offices
- Acquisition of Waterway Infrastructure
- Whistleblowing

7.3 The Board is asked to approve the following new Policy Statements

- Unacceptable Behaviour – this brings together a number of position statements in response to incidents involving customers and members of the public that the Trust has made in the past and re-affirms the Trust's commitment to protect colleagues from such behaviour.
- Treasury Management – this has been approved by the Audit & Risk Committee and requires ratification by the Board under the Scheme of Delegation.

7.4 Copies of each Policy Statement are included in the Resources section of Diligent.

## 8 TRUST BANK MANDATE AUTHORISED SIGNATORIES

8.1 Redacted.

## 9 BOARD COMMITTEE MINUTES

9.1 The following Board Committee minutes are available within the Resources section of Diligent:

- Fundraising Committee Minutes 7<sup>th</sup> October 2024
- Audit & Risk Committee Minutes 3<sup>rd</sup> October 2024

- Infrastructure Committee Minutes 14<sup>th</sup> October 2024

## MEMORANDUM TO THE BOARD

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### CHIEF EXECUTIVE'S REPORT – November 2024

#### 1. HEADLINES

- 1.1 The main focus of the past two months since the last meeting has been the development and launch of the 'Better Boating Action Plan', designed to address the main issues raised by boaters, to improve boater satisfaction. This was launched at the Annual Public meeting on 6 November which also covered updates to the Trust's fundraising strategy and forthcoming Impact Report (a separate on the meeting agenda). A separate paper considers
- 1.2 Whilst direct engagement with Defra has been limited since the last meeting, an exchange of letters has re-iterated Minister Hardy's interest in a visit to see some of our work. (At the time of writing some dates have just been offered for our first formal face-to-face meeting.)
- 1.3 The Budget announced on 30 October will increase the Trust's costs by around £1.6m annually as a result of the changes to the Employers' National Insurance payments and potentially up to £2m when Living Wage changes are factored in. This cost increase and the work required to offset it is being addressed in the B25 Business Plan, as noted in that paper elsewhere on this meeting's agenda.

#### 2. PERFORMANCE

- 2.1. Appendix 1 sets out our key performance indicators up to the end of September. At the halfway point of the year, most measures are close to, or on track to hit, year-end targets. A notable exception is injuries due to our infrastructure which has already passed the annual target figure (and last year's total) just halfway through this year after a spate of reported injuries during the summer, as discussed in the Health & Safety report. Further analysis of the limited data (since it depends upon public reporting) is being undertaken. We have also suffered two RIDDOR reportable injuries to colleagues during September which has increased the 12-month rolling average Accident Frequency Rate to 0.14, still within target for the year.
- 2.2. More positively, our diversity numbers are starting to move in the right direction; and in the past few days, not yet reflected in the KPI table, the annual Volunteer Engagement survey has closed, with an overall score of 8.5, ahead of the target (8.3) and an improvement on the 23/24 result (8.1). Greater detail will be reported at the next meeting.

#### 3. EXECUTIVE DIRECTOR REPORTS

- 3.1 The Health & Safety Report is at Appendix 2. The most serious recent incident is reported in the Infrastructure & Programmes section below, concerning the striking of an HV cable by Trust construction team colleagues on the Lancaster Canal with fortunately no-one hurt.

3.2 The summary headlines from the other Director Reports is set out below; the Director's full reports are available for background reading in the Resources section.

## OPERATIONS / CUSTOMER SERVICE

### Positives:

- We launched [‘Our plan for Better Boating’](#) at the Annual Public Meeting on the 6th November.
- We have celebrated our volunteers' contribution in the last month with our Marsh Trust Volunteer Awards, we hold these in each region with 4 awards recognised this year, including young volunteer of the year and Lead Volunteer of the year.
- Our annual front-line manager conference was themed around our leadership behaviours and included a workshop discussion on the O&M Improvement Programme.

### Challenges:

- Redacted
- There have been continuing incidents of antisocial behaviour and/or threatening behaviour affecting our colleagues and volunteers, requiring different responses in each region.
- In London the National Bargee Travellers Association has been increasing its campaigning against the development of a small number of 'pay to stay' visitor moorings in London, with additional sites introduced this year. The pay to stay moorings have proved popular with visiting boats and, after a review, we are putting in place some changes for 2025.
- Some poor autumn weather has resulted in trees coming down and some flooding across the Midlands in particular, with all regions affected to varying degrees.
- Three of the Trust's water abstractions (two authorised by long-standing groundwater licences, one exempt abstraction) are facing an imminent challenge from the EA, who are formulating statutory proposals to forcibly change our abstraction or impoundment arrangements. These are for Cowroast and Northchurch groundwater licences (which supply the Grand Union Canal) and Winterburn Reservoir (to vary the impoundment provision in the enabling act to force the Trust to make a compensation release to the downstream watercourse).

## INFRASTRUCTURE & PROGRAMMES

### Positives:

- Redacted
- Redacted
- Redacted
- The first stage of the Grand Union Transfer public consultation (held between 11 September and 25 October) went well – with 780 attendees, including 255 at canal-side pop-up events.
- To strengthen H&S training and competence for Construction Managers and Site Supervisors, we have set the standard that they need to gain qualification via SMSTS (Site

Management Safety Training Scheme) and SSSTS (Site Supervisor Safety Training Scheme) courses and colleagues have begun their training. Designers are being given temporary works design training, with CDM awareness training for the whole team.

- Since its inception, a number of years ago, the Concept Engineering team has been unable to recruit sufficient staff with the right skills and has been supported by secondments from engineering consultancies at a premium cost. We have now recruited all roles and ended all secondments in that team.

#### Challenges:

- Redacted
- Almost all of the £6.9m urgent arising/emergency budget was committed by half year and it was topped up by another £1.1m at F6 through adjustments to the plan for the year.

### INVESTMENT & COMMERCIAL

#### Positives:

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

#### Challenges:

- Redacted
- Redacted
- Redacted
- Redacted

### COMMUNICATIONS & EXTERNAL RELATIONS

#### Positives:

- We held our Annual Public Meeting online on 7 November, featuring videos on the 'Better Boating' plan, fundraising, finances and our next Impact Report, plus live presentations and Q&A. We trialled a new AV company (c.50% reduction in cost) who delivered well.
- The Trust's three core social media channels have grown year-on-year by 15% (now sitting at 1.35 million). Excluding Twitter/X, our audience has grown by 27%. Audience growth rate over the last 12 months has been more than five times the average (against usual charity comparators). A large proportion of this growth has been driven by paid activity on Facebook followed by the boosting of organic content to tailored audiences.

- In support of the Trust's Plastics Challenge campaign, we launched our first-ever celebrity collaboration post on Instagram. This increased the reach of the Trust's message, to 90k individuals – largely from our celebrity supporters.
- We are evolving the fortnightly Boaters' Update to provide increasing focus on our day-to-day maintenance work and to underpin communication to boaters of the work that we do in support of navigation, including works over the coming winter stoppage season.
- Our second All Trust call reached 700 colleagues and volunteers.
- We have worked with the IWA to reconstitute the APPG for Waterways, with Bill Esterson (Labour, Sefton) as Chair, 3 new co-Chairs, with the inaugural meeting on 12 November.
- There have been meetings with around 14 MPs around the country, and we have corresponded with another 15 MPs; and we've met with the West Midlands Mayor, Richard Parker and London's Deputy Mayor for the Environment (Mete Coban).
- We submitted a list of non-financial support options to Defra.
- We supported a Westminster Hall debate brought by Lisa Smart MP, Lib Dem MP for Hazel Grove, relating to funding of the Peak Forest and Macclesfield Canals and heritage status of Marple Locks. The responding Defra Minister (Mary Creagh MP) made positive statements about the Trust, while repeating government lines about future funding.
- Some PQs have been raised on funding for canals (from Dr Luke Evans MP (Conservative) and Rachel Gilmour MP (Lib Dem)) - all prompting the same response on grant funding.
- We have had an introductory positive discussion on the Trust's possible participation in the UK Real Estate Investment & Infrastructure Forum next May to broaden our stakeholder reach and help our positioning as part of nationally significant infrastructure.

#### Challenges:

- The 30th October Budget confirmed an average annual real-terms reduction of 2% in Defra departmental resource expenditure limits for the period 23-24 to 25-26.
- The industry-wide trend, the Trust included, is that Twitter profiles are losing followers for a multitude of reasons. As part of a refreshed social media strategy (ongoing work) we recommend stripping back efforts on Twitter/X while still providing reactive response.
- Redacted

## STRATEGY & IMPACT

#### Positives:

- **Supporter Growth** - Acquisition advertising has helped drive total supporter numbers to **1.71 million**, on track to reach our target of 1.75 million supporters by March 2025.
- Our Plastics Challenge campaign early autumn burst generated almost 13million opportunities to see our marketing activity, resulting in 800k film views and 12k social media engagements.
- Apple and Google Pay live on website following implementation of the Stripe payment platform opening up options for our supporters to donate more easily.

- A positive meeting held with MHCLG's Chief Planner on how the Trust can support the Government's planning reform aspirations and a follow-up site visit/ boat trip around Icknield Port Loop will take place on 19 November to showcase our partnership and placemaking work and our key challenges under the current system.
- Recommendation for the Trust to become a statutory consultee in Wales for all significant infrastructure projects has been made by the Welsh Government.
- 1358 consultations on planning applications, as at end of October of which 98% responded to within 21 days or otherwise agreed extension.
- Meetings held with BNG teams at Defra, Natural England and the EA - and examples provided to demonstrate the Trust's active approach shared, along with our concerns re: unforeseen use of exemptions by developers since BNG became mandatory acknowledged by Defra who are considering how to respond.
- New KS3 Climate Change learning resources have been launched.
- 'Swim Sista Swim' (a 12-month pilot project funded by Sport England to build water confidence with black women has won the Equity Award at the Nottingham Health & Care Awards and is shortlisted for the 'This Girl Can Physical Activity Group Award'.
- The national partnership with the MOJ and waterway improvement programme with the Probation Service continues to expand, with 32 sites of community payback activity.

#### Challenges:

- Redacted
- Redacted
- Redacted
- Redacted

## PEOPLE

#### Positives:

- Volunteer engagement survey closed with a response rate of 37% and an improved engagement score of 8.5. Highest scoring questions include - I am proud to volunteer for the Trust (8.8), I believe volunteering improves my wellbeing (8.9).
- Our annual round of engagement events (1 Team Together) finished early in October with over 1400 colleagues and volunteers engaging with the key topics of collaboration and what it means to be a charity. We are now planning the communications as a result of the feedback and progressing to action on the suggested areas.
- As part of our Stronger Together strategy we supported Black History Month and National Inclusion week; alongside this, we continue with the focus articles in the monthly source by sponsor-members of the executive.
- We held our Canal & River Trust Awards in October and recognised a number of teams and individuals in over 6 categories and our annual celebration of Long Service was held recognising 12 colleagues who have reached 25 years of service along with 2 colleagues who have each reached an incredible 50 years of service.

**Challenges:**

- Redacted
- The implementation timing of the new People system and the change impacts are being reviewed; these will improve our efficiency and service once implemented, however the timing in line with other ERP changes must be factored in to ensure its success.

**FUNDRAISING**

**Positives:**

- We have appointed two Co-opted Members to the Fundraising Committee:
  - Chris Askew – CEO Royal College of General Practitioners, former CEO of Diabetes UK, and former Fundraising Director at Breakthrough Breast Cancer and at Crisis
  - Angela Cluff – long-time fundraising and organisational development consultant working with a range of high-profile charities, also currently Deputy Chair of Oxfam.
- For the fourth quarter Individual Giving and Legacy have achieved or exceeded target - this is a great performance from Hamish and his team.
- Redacted
- Winter Appeal launched with strong initial results



- Redacted.

**Challenges:**

- Redacted. It is increasingly apparent that our approach in terms of project and programme planning, our reputation for delivery, and external engagement need some more work. A report setting out some of the issues will go to the Trustees Fundraising Committee in December. The intent being to arrive at a shared understanding of the issues, actions taken to date and to build towards more substantial and timely change.

Chief Executive, September 2024

## APPENDIX 1: KEY PERFORMANCE MEASURES & TARGETS 2024/25

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Year to date Sept	Full year target	Prior year actual Full year
			2024/25	2024/25	2023/24
Growing the numbers & satisfaction of users & visitors	Visitor Volume	No. of visitors to waterways in typical two-week period	10.6m	10.4m	10.3m
		Total No. of visits	401.3m	900m	858.8m
	Satisfaction Rating - user & visitor experience	Towpath User Satisfaction	91%	91%	91%
		*Boater Satisfaction	46%	54%	54%
Improving our public safety and health & safety of our colleagues	Public Safety	No. of reported incidents due to infrastructure	40	< 35	37
	Safety of our Colleagues	Combined RIDDOR accident frequency rate	0.14	< 0.15	0.16
Improving condition of our assets	Asset Resilience	No. of critical assets (Category 1)	141	< 138	139
Being inclusive - Growing the number of local users	Local Users (1km)	% of local people (living within 1km) using our waterways regularly	53%	53%	50%
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	78%	80%	80%
	Feel Safe by Water	Proportion of visitors rating their personal security as excellent or good	84%	85%	84%

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Year to date Sept	Full year target	Prior year actual Full year
Growing our brand awareness, particularly those living within 1km	Brand Awareness (All & 1km)	% of prompted awareness of the Trust among total population & local people	51% (all) 65% (1km)	52% (all) 67% (1km)	50% (all) 65% (1km)
Building a strong and broad supporter base	Supporter Growth	Nº of Supporters (active & passive)	1,704,386	1,75m	1,600,536
		Nº of active Friends & other regular individual donors	29,715	31,000	27,263
Improving colleague engagement & diversity of those working & volunteering for C&RT	Diversity	% of colleagues people of colour	5.51%	5.4%	4.98%
		D&I - % of recent hires people of colour	9.60%	10.0%	8.53%
	Colleague Engagement (Employee/ Volunteers)	*Colleague engagement	7.9	8.0	7.9
		*Volunteer engagement	8.1	8.3	8.1
Expanding our volunteer base/impact	Active Volunteers	No. of volunteer hours	373,541	762,000	739,443
		No. of active Trust volunteers	5,292	4,800	4,566
Grow our charitable income	Fundraising Income	Income from all sources of fundraising	£3.43m	£8.5m	£6.3m

\*Annual survey. Figures shown are for year-end 2023/24.

## APPENDIX 2: HEALTH & SAFETY REPORT

By Anne Gardner-Aston, Director of Health & Safety

- 1.1 This paper provides a review of Health and Safety performance for the period of August and September 2024 unless otherwise indicated.
- 1.2 The paper also provides a statistical breakdown of the final measurable metrics, analysis and detailed explanation to enable provision of Health and Safety assurance to the Board and to highlight areas for further discussion or action.
- 1.3 The Trustees are asked to note the content of the paper.
- 1.4 Redacted.

### 2. PERFORMANCE REPORT

AFR (Rolling 12 month figure)	Year to September 2023	Year to July 2024	Year to September 2024	24/25 Target
Colleagues	0.11	0.16	0.19	
Volunteers	0.41	0.14	0.14	
Contractors	0.16	0.08	0.00	
<b>Trust Overall</b>	<b>0.16</b>	<b>0.14</b>	<b>0.14</b>	<b>0.15</b>

RIDDOR Incidents	Year to September 2023	Jun & Jul 2024	August & September 2024	B24 YTD
Colleagues	2	0	2	3
Volunteers	1	0	0	0
Contractors	1	0	0	0
<b>Totals</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>3</b>

Fatalities (Public)	Year to September 2023	Jun & Jul 2024	August & September 2024	B24 YTD
Canal	16	3	3	8
River	6	4	0	7
Reservoir	0	0	0	0
Dock, Marina, Boat, Aqueduct or Towpath	9	1	4	6
<b>Totals</b>	<b>31</b>	<b>8</b>	<b>7</b>	<b>21</b>

Potential Public Infrastructure Related Injuries	Year to September 2023	Jun & July 2024	August & September 2024	B24 YTD
Numbers of Incidents Reported to the Trust	21	13	18	40

Safety Improvement Opportunities	Year to September 2023	Jun & July 2024	August & September 2024	B24 YTD
Numbers of Reported Hazards, Near Miss & Positive Interventions	3531	1266	995	3411

3. **Executive Director Summary.**

**Accidents to Employees, Volunteers and Contractors:**

- 3.1 The headline safety performance in relation to accidents has seen no change in the Accident Frequency Rate (AFR) of 0.14 when compared to the previous reporting period.
- 3.2 There were two reportable injury notifications in the period, one involving an employee who seriously injured their back whilst removing part of a tree from a weir and one involving an employee receiving fractured ribs after slipping on the offside of a canal, causing them to fall into a workboat. In depth investigations have been carried out for both incidents and identified actions are in the process of being implemented. **Redacted**

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

- 3.3 The number of Safety Improvement Opportunities recorded for August and September has decreased when compared to the previous period, The figure of 995 in the table in Section 2 is made up of 288 hazard observations and near miss reports, and 707 positive interventions. We aim to increase the number of reports of this type by 5% each year – at the end of September we are behind this target due to the 9% decrease in near miss reports in comparison to the same time last year. At the time of writing, the number of positive interventions reported is slightly higher than the same point last year.

**Fatalities:**

- 3.4 There were seven fatalities reported across the Trust network during this period. Five of the fatalities were male, with two unknown at this time. All were adults except for the two-year-old boy who died after entering the canal in Wolverhampton (reported in September’s Board paper). **Redacted**

### Infrastructure Safety:

3.5 Eighteen incidents have been recorded in this period, all of which have been subject to investigation and action where appropriate. Redacted

3.6 A total of 95 visitor risk assessments (VRA) are due to be carried out in B24. At the end of September 2024, 39 assessments have been carried out at 4 high risk visitor sites and 35 assets. Redacted

### 4. Colleague Safety:

4.1 Redacted

4.2 A second service strike occurred early in November when a contractor misidentified cabling during works around a lock on the River Weaver and struck a mains cable. Again, nobody was injured. An initial investigation report has been received from the contractor concerned, but this is being followed up by a meeting with senior representatives of the contractor to ensure that any lessons have been learned.

4.3 The Trust's annual Health, Safety and Wellbeing Conference was held on 10 October, this year livestreamed from the Roundhouse in Birmingham. A range of presentations, live demonstrations and panel discussions were featured, and the event recorded its highest ever viewing figures.

### 5. Public/Water Safety

5.1 **Teenagers** - The Trust's partnership with Claremont Comms, a behaviour change communications agency, is well into its second year and we're currently working with the PSHE Association on water safety resources and lesson plans for secondary schools. These resources are being compiled, with instruction and details from the Trust, by the PSHE Association and will be tested in schools in January before being rolled out nationally at the end of the financial year. This will allow us to reach over 50,000 teachers with an evidence-based and tested learning guide on how to speak to teenagers about making safe choices by water. Trust staff will also be able to deliver the session as well.

5.2 Claremont is also working on the professionally designed Insight Report of their research last year which the Trust will be able to offer to the water safety and drowning prevention community. This report will include an evaluation of the creatives tested in Wigan this summer and autumn and recommendations for working with teenagers on this subject.

5.3 **Water Safety for Little Explorers** – Our partners at Salford University have drafted a journal article about the work to co-design and create our water safety storybook. Draft title is *Towards a Humanity-centred Approach to Socially Innovative Picture Book Development: A Case Study for Children's Water Safety with the Canal & River Trust*. Regions are also preparing for the campaign push in February 2025 by arranging story telling sessions at nurseries, Reception classes, and libraries.

5.4 **External campaigns** - The Royal Life Saving Society's (RLSS) Don't Drink and Drown campaign runs again in December and the Trust will be supporting with activities in London and Manchester – this is still in the planning stages with RLSS. We will also be continuing our support of the campaign through our social media channels by reposting their posts and posting our own content.

5.5 **Partnerships** – The Trust is confirming our official partnership with RLSS which will be highlighted on both RLSS’ and the Trust’s websites and is also developing a working partnership with the Environment Agency’s water safety communications team. Both organisations face similar challenges at locks, weirs and in rivers and teaming up our resources will help us reach more people with joint content. Both relationships will help us to address the upsetting stat from the National Water Safety Forum’s WAID that 63% of accidental fatalities happen at inland waterways (up 3% from last year).

**6. Enforcement/Legal Activity**

6.1 Redacted

6.2 Redacted

6.3 The Health and Safety Executive (HSE) conducted a site visit at Whitehouse Tunnel on the Llangollen Canal in October. At the time of the visit, we were engaged in construction works around the tunnel portal, during which a colleague noted a social media post alleging that a boater had been struck by falling masonry as a result of these works. The boater was encouraged to contact the HSE by others in the group. An HSE Inspector visited on 17 October and was satisfied that everything was in order on site. He requested further information the following day by email, in relation to vibration monitoring, scaffolding inspection checks, emergency procedures and general occupational health processes.

## OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

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### 1. PURPOSE

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

### 2. OPERATIONS

#### 2.1 Operational incidents

- 2.1.1 Anti-social behaviour remains a high-risk for operational colleagues and is consistently high in numbers of incident reports.

2.1.1.1 LSE Volunteer Lock Keepers and operatives have experienced harassment and threats when working at Lock 1 - Hampstead Road, Camden. AOMs have engaged with local Police.

2.1.1.2 WMS have particularly identified motorised vehicles on the towpath as an issue and are working with police and local councils to undertake joint action to combat this.

2.1.1.3 EMS: overnight on 4th/5th September, tug 212 was destroyed by fire in an arson attack on the Northampton Arm of the Grand Union Canal.

- 2.1.2 LSE: Docklands - the crew of Superyacht Phi have reported multiple incidents involving drunk or violent intruders. Additional security measures are now in place around the vessel and pontoon. No update from DfT re future of vessel or the yacht owner's payment of outstanding debt.



- 2.1.3 LSE: An emerging incident with c25 dead swans in South London being found since September, with Avian Flu now ruled out by DEFRA. Press enquiries and stakeholder engagement taking place.

#### 2.2 Emergency response

- 2.2.1 The frequency of required emergency response by the operations team is continuing to be more common as we intervene to extend the life of assets which are deteriorating or failing. The incidents fall into mainly 2 groups; those which are in plan awaiting repair and others with known issues which have deteriorated.

- 2.2.2 WMS: The wet autumn weather is having an impact. Heavy rain caused significant flooding in Shropshire as the Montgomery Canal overtopped and flooded the A483. This has placed an on-going demand for our Teams in dealing with flooding.

2.2.3 EMS: Team responded to weather conditions with flooding causing issues in parts of the network. There have also been 36 fallen trees in the 2-month period, across all regions, which have been removed through a combination of contractors and volunteers.



2.2.4 NW: Voiding and erosion of a sandy embankment on the Audlem lock flight, on the Shropshire Union Canal, resulted in navigation closure whilst clay was brought to site and repairs completed.

2.2.5 NW: A lock cill failed on lock 82 on the Rochdale Canal in September. The local team responded initially and found damage to the floor, delaying repairs due to pumps which needed to be moved by boat to site. The cill and floor were repaired utilising the local operations team who are now taking on more stoppage related works due to the increasing backlog of lock gate repairs.

2.2.6 NW: Sluice 6 failed on the Macclesfield Canal which resulted in significant water loss and the canal closing while the navigation was refilled. The cause of the failure was the timber weir boards failing. The boards were not recorded in our asset maintenance regime; now with Asset Management team to review.

2.2.7 NW: Culvert 45 on the Macclesfield failed in October resulting in water loss. The culvert has been repaired previously in the last 3 years by relining. A fabric sheet has been installed to reduce leakage while full repairs are designed.

2.2.8 NW: A large wash out appeared on the embankment at Povey's Lock, on the Llangollen Canal, on the offside next to the weir. This needed an urgent response which the local operations team dealt with, replacing the missing material with clay and sealing the leak.

### 2.3 Operations Risks

2.3.1 Simpler Recycling: We are determining the impact of the implementation of this and other waste regulation changes which are due to take effect from April 2025. Additional bins will be required to increase waste segregation at our customer and office waste sites. DEFRA have still to confirm all the requirements. In this circumstance it is very unlikely that we will be compliant at the beginning of April but that will be a widespread issue. We are only just now compliant in Wales where changes were made in April 2024 and where considerable problems remain owing to a shortage of bins.

2.3.2 Costs for Vegetation Management: Pricing for updated towpath grass management is awaited following the withdrawal of one of the framework contractors from this service.

2.3.3 WSW: Brynich lock (M&B) has suffered subsidence. A temporary repair has been completed but further work will be needed in the winter to avoid a more significant impact. Volunteers were essential to repairs completed.

### 2.4 Water Management

#### 2.4.1 Water Act licence appeals & potential EA licence changes

2.4.1.1 Of the five abstraction licences appealed in January 2023 we have attended the virtual hearings for Brecon & Trosnant feeder (see 2.4.2 below). We are preparing for the virtual hearing for the Llantysilio Feeder (Llangollen Canal) on 11<sup>th</sup> December. Remaining appeals will take place during the first two weeks of December.

2.4.1.2 Two of the Trusts other abstractions authorised by long-standing groundwater licences are facing imminent challenge from the EA, who are formulating statutory

proposals to enforce change. At Cowroast and Northchurch boreholes which supply the Grand Union Canal, we are facing limitations. Cowroast borehole is currently unusable and is thought to have collapsed; this is being assessed. The potential loss of this water supply will have a significant impact on the ability to keep the canal operational in a season with lower-than-average rainfall.

- 2.4.1.3 Winterburn Reservoir is facing proposals to vary the impoundment provision established in the enabling act, the aim is to require the Trust to make a compensation release to the downstream watercourse. In both these examples the needs of natural waterbodies are being placed ahead of the artificial ones.
- 2.4.2 Mon & Brec water resources: the appeal hearing for Brecon and Trosnant Spring licences took place on 15<sup>th</sup> October. We expect to hear the outcome by mid-November. The likelihood is the Trust will need to obtain support water from DCWW in the 2025 main boating season. Work continues with DCWW to obtain commercial costings for support water, which is likely to be in the order of £500k in a “typical” year.
- 2.4.3 Fish screening projects: 8 Priority Projects to install fish screening, as a requirement of abstraction licence conditions set out by EA and NRW, continue to progress. Risks have been identified at two sites (Diglis and Lock 56) concerning the combination of outfall and abstraction chambers being shared and the consequent issue with debris and litter blocking the proposed screens.
- 2.4.4 Water Resources Strategy 2024-29: in preparation, draft report due next month to the executive team prior to board approval.

### **3. PORTS & HARBOURS**

- 3.1 The Harbour Management Board met on 29<sup>th</sup> October; the following points are for noting by Trustees:
  - 3.1.1 Redacted
  - 3.1.2 Marine Safety Management System (MSMS) is now in place in standard format for all ports. Regular review is required and this forms part of the Harbour Master’s objectives.
  - 3.1.3 A programme to register port assets in our Asset register has been discussed with our Asset Management team and is likely to be undertaken over a 3-year period. The need was identified through our risk assessment review.
  - 3.1.4 Port incident reports were reviewed. It was noted that there are still a low level of reports.
  - 3.1.5 Redacted.
  - 3.1.6 Redacted.
  - 3.1.7 The revised Port Marine Safety Code, long awaited, has still not emerged from government.

### **4. O&M IMPROVEMENT PROGRAMME**

- 4.1 The six of nine quick wins are complete, one is deferred for further work and the remainder will be closed by the time of the meeting.
- 4.2 Of the five workstreams, the continuous improvement workstream is most advanced with lean training of leaders and line managers planned in for early 2025. The trial roll out of performance boards is live.

- 4.3 In Operations we have implemented a control gateway to ensure that unplanned requests are prioritised and assessed for their impact on other planned activities, and their readiness for implementation. Prior to this, tasks have been taken on and absorbed into team delivery leading to sub-optimal performance as resources are stretched. This was soft launched in October.
- 4.4 Work is underway on workforce management requirements to align into the new People system along with operational capacity evaluation. The business plan will focus on stabilisation of delivery and effectiveness of operations.
- 4.5 With the introduction of the plan for better boating, launched at the Annual Public Meeting, our delivery workstream leader has been supporting a detailed plan for resolving the current outstanding paddle repairs.

**5. ORGANISATION**

**5.1 Advisory Boards**

5.1.1 WMS: At the Regional Advisory Board on 23 October in Birmingham, outgoing Chair John Hudson handed over to his successor Glenn Howells. This was also the first meeting of two new members Simon Murphy and Deb Phelpstead. An induction programme is being prepared for them.



5.1.2 EMS: A new chair has been appointed, Andy Richardson. Andy has a background in engineering and asset management, with 20 years of experience across the net zero energy environment, utilities and industrial sectors. Andy brings strategic expertise and contacts; currently holding non-executive positions at the Institute of Technology and OFWAT.

5.1.3 LSE: The RAB met in November with a face-to-face meeting focusing on fundraising.

5.2 1 Team Together events were held in all regions with a total of 1200 colleagues and volunteers attending across 31 dates.



5.3 Trust Volunteer Marsh Awards were held across six regions. Awards were given out to Individual Volunteer of the Year, Youth Volunteer of the Year, Volunteer Team of the Year and Lead Volunteer of the Year. A total of 118 nominations received across all regions across the four awards including the two new awards for Youth Volunteer and Lead Volunteer. Ceremonies took place in October. The photo is from the EM region event held at Leicester City FC, who donated the venue, sponsored by Aggregate Industries.



**6. LONDON & SOUTH EAST REGION**

6.1 A busy late summer/autumn has seen engagement internally and externally with a successful and well supported series of 1TT events across the region, and team and site visits including another successful Volunteer Leaders development day to drive our volunteering ambition. We also had a great Marsh Trust volunteer awards in the offices of Wells Fargo, London with a wonderful view of the city. As part of inclusion week, the

region also held “being an active bystander” team discussions in every team, following on from colleagues’ experiences during the recent London riots.

- 6.2 Engagement on a range of subjects took place with representatives of the Regions IWA chairs, Natural England, RSPB, CEO of Berks, Bucks, Oxon Wildlife Trust and Surrey Wildlife Trust; Director of the London Museum Docklands, QEOP, Royal Parks, City of London.
- 6.3 Additional engagement also took place via GLA London Leisure Walking Forum, Hillingdon Canals Partnership, liaison with LB Hillingdon, LB Ealing, LB Brent, OPDC, Westminster City Council, Hertfordshire County Council on strategic projects. Harringay Council and Mayor.
- 6.4 Other key areas of work have included continuing to work with Peabody housing to further actions following the coroners hearing regarding the tragic death of a young girl at City Road Basin, alongside LB of Islington. We also continue to work to resolve the long-standing issues with Docklands Scout Project regarding their lease, as well as ongoing challenges with managing the relationship with the Wendover Canal Trust and compliance issues.

## **7. WALES & SOUTH WEST REGION**

- 7.1 **Redacted.**
- 7.2 We are working with VE Day 80 to coordinate the Trust’s participation in the campaign in 2025. There is an opportunity for significant brand exposure and fundraising across the network, as well as engagement with new communities.
- 7.3 The initial meeting of the Montgomery Canal Future Funding Board included representatives from Powys CC, the Trust, Welsh Government Highways Dept and Montgomery Canal Restoration Partnership was held in October to identify future funding for the Arddleen and Maerdy crossings.
- 7.4 Following up eight significant funding opportunities currently with a range of outcomes. These include investment in towpaths in Powys and Newbury, promoting greater use of the waterways in Wales and assisting with our obligations for environmental management of the Severn Estuary; all regarded as budget relieving.
- 7.5 Diglis Island and Fish Pass has been in flood for the second time this autumn, requiring a suspension of all activity and planned events and school visits.
- 7.6 Following recent repairs after an articulated lorry bridge strike to Burbage Wharf on the K&A, it has been struck again by a drunk driver. More robust concrete barriers are now in place.

## **8. WEST MIDLANDS REGION**

- 8.1 Walsall pollution incident: Whilst no longer a public health emergency, this requires ongoing management. In particular:
  - 8.1.1 The Environment Agency sample twice weekly. Indications are that cyanide contamination persists following rain. De-contamination of the polluted Severn Trent surface water drain is ongoing.
  - 8.1.2 We undertake biological surveys to assess impact on ecology. Impact on water clarity and plant die-back is evidently visible even beyond the spill-zone.

- 8.1.3 Sediment test results indicate that zinc levels are very high and fluctuating and zinc is not leaching out of the sediment. There is no free cyanide in the sediment.
- 8.1.4 An initial claim for circa £400k has been submitted to the loss adjuster covering our cost (time, consultancy fees, equipment and materials) for 12-31 August. However, the claim is being robustly challenged.

**8.2 Redacted**

- 8.3 The region hosted a visit by the Board of Trustees and Council to the Dudley Canal and Tunnel and the Black Country Living Museum. The Trustee Reception was attended by circa 100 delegates including the local MP, Local Authority Members and staff, representatives of the business, education and third sector and several Regional Advisory Board Members.



**9. EAST MIDLANDS REGION**

- 9.1 The regional Learning & Skills coordinator and Wellbeing coordinator received the Trust's Community Award for a project carried out in partnership with Leicester-based Orchard Mead Academy to use the canal for a programme of activities to support some of their most vulnerable students at risk of school exclusion.



- 9.2 EMS southern team were due to be trialling a new Concept Workboat but, with collaboration between the team and the national workboat manager, it was agreed this trial would be extended into the permanent use of this new workboat and hopper, called Leam. This has been vital in the management of the offside vegetation in the area with the local team and volunteers working on this craft on the Leicester Line of the Grand Union Canal; a significant use of the concept boat, from which learning can be taken for future design.

**10. NORTH WEST REGION**

- 10.1 The region has experienced several infrastructure and asset related failures as detailed in Operational Incidents. There are notable continuing challenges on the Lancaster canal presented by failure of the Ribble Link sea-gate and the breach at Hollowforth aqueduct. The former repair start date is three weeks behind schedule as a result of access challenges which will be resolved shortly. Colleagues are working to mitigate the effects and customers are being kept up to date regularly.
- 10.2 We have expressed our concerns in correspondence to the EA regarding the increased risk to our infrastructure at Glasson and on the Lancaster canal as a result of the removal of the Seagate. The EA have responded and will continue to evaluate their solution with us, keeping us informed regarding future plans.

**10.3 Redacted.**

**10.4 Redacted.**

Long standing towpath flooding has been resolved throughout September and October at Povey's Lock on the Llangollen Canal, the towpath was regularly closed every year

due to flooding and becoming too dangerous to cross. The Reactive team has now resolved the flooding issues and reinstated the towpath at this locatio

## 11. YORKSHIRE & NORTH EAST REGION

- 11.1 Leeds Light Night – the Trust brought wildlife themed family activities and games to Leeds Dock. The experience included a glow in the dark bat cave highlighting important conservation work. There were plenty of games such as glow in the dark bowling and giant noughts and crosses.



- 11.2 As the main boating season draws to a close, the recent wet weather has helped us to avoid closure of our canals, which had looked imminent for the Leeds & Liverpool canal particularly. Unfortunately, the uncertainty of the water supply, due in part to the reservoir drawdown & repair programme over the last couple of years and into the next couple of years, has resulted in some hire boat operators choosing not to operate holiday hire boats on this canal until the water supply becomes more reliable. The businesses have re-emphasised their need for accurate and up to date information about the impending programme of reservoir works.

- 11.3 Two Enterprise towpath projects have started on site in the region recently - the towpath upgrade between Hirst Lock and Primrose Lane on the Leeds & Liverpool and the accessibility project at Scarwood Bridge on the Huddersfield Narrow Canal. Both are due for completion by Christmas. Towpath upgrades on the final section of the Huddersfield Narrow Canal and the entire Huddersfield Broad Canal are due to start on site in February. A 1km section of the Calder & Hebble at Mirfield is due to start in December and the final section of the Leeds Liverpool Canal between Silsden and Kildwick in January.

- 11.4 The Looping Boat artwork partnership project in Sheffield has been a hugely successful opportunity to raise brand awareness, drive fundraising and include the ‘keep canals alive’ message. Working with the Tinsley Art Project Steering Group, we worked with Press Association (PA) to syndicate the news story and photo.



- 11.5 We held a successful week of corporate volunteering activity (dubbed ‘boat week’) to carry out offside vegetation removal along the Leeds & Liverpool Canal in October. Four companies donated towards the cost of corporate volunteering days.



## 12. CUSTOMER SERVICE SUPPORT

- 12.1 The new Licence Compliance and Enforcement (LCE) team, and Welfare team structure was implemented on 9<sup>th</sup> September. The new team structure is working, however the changes to a national LCE structure have revealed considerable case backlogs that are being worked through, new performance metrics have been set.

### 12.2 Boating & Mooring

- 12.2.1 Customer satisfaction has fallen slightly to 83%. We are attributing this to the increased volume of contacts regarding mooring validation, a consequence of increased license fees for boats without a home mooring.

12.2.2 Boater satisfaction – the plan for better boating was published at the Annual Public Meeting on 6th November.

12.3 Licensing

12.3.1 KEY IVR, which enables us to comply with secure payment legal requirements, now live (14/10/24) and we are monitoring the impact to duration of calls closely. This will be captured in the weekly reports from Open Contact. Early indications are that there are no immediate issues. Most payments are being carried out by phone pad and no voice activated payments have been carried out. We are approaching a high-volume renewal period so will be able to fully assess the impact later.

12.3.2 Historic Aged debt is reducing following review, close management and new process. The Operations customer team will focus on historic debt and any new debt will be dealt with by Credit Control.

12.4 Redacted

12.5 Customer Service

12.5.1 Customer contacts to our call centre continue to be high. The development of the customer contact strategy is focusing on improving existing and implementing new self-serve options to reduce customer calls. Changes are being made to the IVR pre-set options to better manage calls. Live Chat being trialled in the NW region is generating low chats. Further work is planned communicate the live chat service to existence with our customers ahead of rolling out Live Chat to other regions in the coming weeks.

12.6 Angling

12.6.1 356 participants attended the 2024 national celebration of young people and fishing held over a weekend in September, an event record, including 61 female anglers. We are talking to Tackle Guri and Angling Direct around sponsorship of the 2025 event.

12.6.2 Daiwa have confirmed a repeat of the 2024 sponsorship deal: in particular, sponsorship of prizes at some of the Let’s Fish events and the Daiwa Global Communities celebration in October.

13. VOLUNTEERING

13.1 Volunteering

Reporting to the end Sept 2024 – Q2	Hours/Number
<b>Total hours</b>	373,541
<b>Overall number of Active Trust Volunteers</b>	5,292
<b>Overall number of Active Partner Organisations</b>	226

13.2 Headline results from the 2024 volunteer engagement survey are excellent; the overall engagement index has risen from **8.1 to 8.5**. The criteria of those invited to join the survey was those volunteers who have given at least 7 hours and as a result we have secured a response rate of 37% which is 8 points up from 2023.

13.3 Total volunteer hours this time for Q2 2023/24 are lower than for the same period last year. We are 6 months into the new Assemble system and it has excellent uptake however there are some system issues with recording hours that we are working

through. We have several Assemble champions continuing to offer support and masterclasses to individuals and teams as they reach out or come to our attention.

- 13.4 Partner organisation (PO) records remain within SugarCRM. PO hours appear to be dropping based on current reporting. This figure is highly dependent upon their regular contact with us to comply with our safety, safeguarding and sharing details of their volunteers/hours. The team are working directly with task managers to review all POs to ensure that relationships are maintained and hours recorded by quarterly checks to address the gap. The Trust appears to be working with fewer POs as the MOJ relationship has offered the opportunity of regular and reliable task and complete activities. Corporate volunteering has also decreased over this period.
- 13.5 Promotion of volunteering at third party events: Volunteering Development Coordinators have attended a series of volunteering fairs this autumn, including: at three London Volunteer Centres; the Newbury Show; the Diwali event in Leicester; student volunteering fairs at Nottingham Trent Uni, Leicester Uni, the Manchester University social justice fair and the International Day of Older People festival at Headingley Stadium in Leeds.
- 13.6 January's volunteer recruitment 2025: Preparations for the January volunteer recruitment campaign is underway. The #VolunteerByWater 'Your canal needs you' will continue through to this year, providing seamless transition from the winter works/stoppages and reactive nature impact and flood recovery challenges that may arise over the Winter/early spring.
- 13.7 Inclusion & Diversity Audit: We have completed a series of 'How to' handbook guides that are available to task managers on our Navigate pages. These have been created in an accessible style to support understanding.

## 14. ENGAGEMENT

- 14.1 During September and October, we delivered Explorer and water safety education to 512 children, engaged 163 participants in events and activities and received 20,123 visitors at our attractions.

## 15. BRAND, SUPPORTERS & INFLUENCE

- 15.1 LSE: MP visits with Alex Mayor, (Labour) Dunstable and Leighton Buzzard, and David Simmonds (Conservative) Ruislip, Northwood and Pinner. Deirdre Costigan (Labour) Ealing & Southall and follow up engagement pending with Uma Kumaran (Labour) Stratford and Bow. Engagement also took place with Meta Coban, Deputy Mayor for Environment and Energy.
- 15.2 WSW: In October, director and development manager attended the opening of the Clydach Buried Lock project Phase 2 on the Swansea canal and the official opening of the new Swansea Canal Centre building. Attendees included five MS's and an MP - Julie James MS (Lab), Revecca Evans MS (Lab), Mike Hedges MS (Lab), Sioned Williams MS (Lab), Tom Gifford MS (Cons), Tonia Antoniazzi MP (Lab) and Swansea Council – Robert Francis Davies Cabinet Member for Regeneration.
- 15.3 WSW: Nick Thomas-Symonds, MP for Torfaen and Paymaster General for UK met Chief Exec and director WSW on 1<sup>st</sup> November at Pontymoile Basin on the Mon & Brec Canal.

15.4 WMS: We wrote to all (re)elected Riparian MPs and have organised or held meetings.

15.4.1 Sureena Brackenridge, MP (Wolverhampton NE) attended Wednesfield Canal Festival We are following this up to establish an ongoing conversation about wellbeing, funding and fly-tipping.



15.4.2 Wendy Morton MP attended the canal festival in Brownhills.

15.4.3 Sonia Kumar MP (Dudley) joined our Trustee Reception and is keen to do more with the Trust going forward.

15.4.4 Sarah Coombes MP (West Bromwich) joined us for a walk along the Tame Valley canal in her constituency and is keen to organise a local paddleboard/kayaking session. She has since supported a local group to combat crime and anti-social behaviour along the canal.

15.4.5 Gareth Snell MP (Stoke) joined Chief Exec on 26 October for a trip through Harecastle tunnel for the annual 'Scarecastle' Halloween event.

15.4.6 We have had several meetings with Regional Mayor Richard Parker who wants to involve the Trust in several of his priorities around youth employment, active travel, renewable energy, nature recovery and economic growth. The Mayor joined us for a litter pick in Birmingham in October.



15.5 YNE: An additional visit we had in August was Kier Mather (Selby) on the Selby Canal.

15.6 YNE: During October we met Jake Richards (Rother Valley) at Harthill Reservoir and Jade Botterill (Ossett & Denby Dale) at Figure of Three Locks on the Calder & Hebble. We also met with the office manager for Paul Davies ahead of the Hill Top reservoir spillway project, starting in spring 2025, and we have been invited to take part in his first constituency forum event in November.

15.7 EMS: Meeting held at Langley Mill on the Erewash Canal with Linsey Farnsworth, MP for Amber Valley. It was an opportunity to explain the Trust's work, aspirations for improvements to the local towpath and discuss funding challenges. The chair of Erewash Canal Preservation & Development Association also attended to explain how the group helps the Trust with canal maintenance.



15.8 NW: Carol Holt MBE currently Environment Agency, Director, Cumbria & Lancashire. Membership has been ratified by the Trustees.

15.9 NW: In September, the MP for Ashton under Lyne and Deputy Prime Minister, Angela Rayner, unveiled a memorial plaque at Lock 16 on the Ashton Canal.



15.10 NW: MP for High Peak, Jon Pearce, visited Toddbrook Reservoir to hear more about the retention works. This was a positive meeting hosted by the project team and regional director

15.11 NW: In October, MP for Congleton, Sarah Russell, joined regional director, the local volunteers and colleagues on the Macclesfield Canal. The volunteers were working close to Buglawton to complete some bank repair works.



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

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**1. PURPOSE**

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

**2. ASSET MANAGEMENT**

Principal Assets in Grades D&E has increased from 13.27% to 13.33%.

Relevant Standard	Measure	Warning Threshold	02/04/2024	01/05/2024	03/06/2024	01/07/2024	01/08/2024	30/08/2024	01/10/2024	Forecast 1/04/25
1a. Safe Waterways (measured monthly)	Principal Assets in Grades D&E	23%	13.05%	13.11%	13.18%	13.23%	13.24%	13.27%	13.33%	13.61% -0.2% +0.1%
2. Towpath Condition	Towpaths in Grades A, B, C	60%	81.20%	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3. Flood Management	>£2m breach damage D&E culverts and embankments	4%	0.56%	N/A	N/A	N/A	N/A	N/A	N/A	N/A

2.1 **Redacted**

2.1.1 **Redacted.**

2.1.2 **Redacted**

2.1.3 **Redacted**

2.1.4 **Redacted**

- **Redacted**
- **Redacted**
- **Redacted**

2.2 **Redacted**

**Redacted**

2.3 **Arising Issues on the wider canal network**

2.3.1 The table below shows the number of arising issues for B24 by region. These are issues which have required significant engineering input, or which have a potential to require investment this financial year. Most of the arising works in recent months have been lock gate failures, bridge strikes and ongoing leaks following an extended wet period.

Number of Arising Issues by Region requiring significant engineering input or which have a potential to require investment B24 (£'000)				
Region	Arising in October 2024	Arising in October 2024 cost £'000 (cost x probability)	B24 YTD (no. of issues)	B24 YTD cost £'000 (cost x probability)
Y & NE	1	17	14	470
NW	0	0	22	1655
L & SE	4	23	24	334
W & SW	0	0	13	278
EM	1	15	14	274
WM	3	116	43	1258
<b>Total</b>	<b>9</b>	<b>171</b>	<b>130</b>	<b>4268</b>

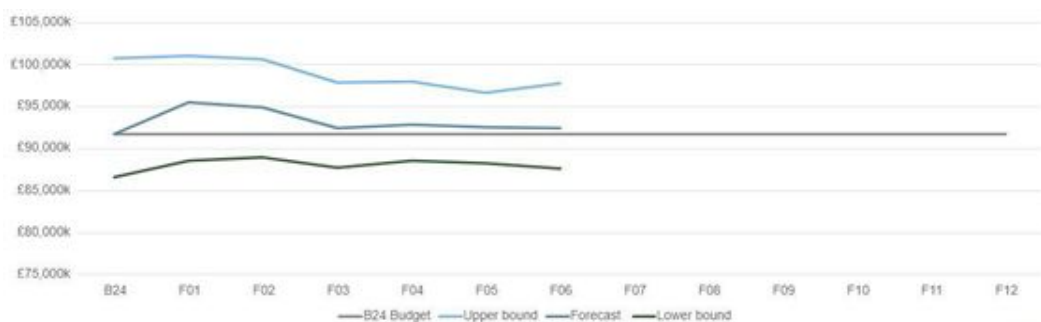
### 3. FINANCE

3.1 We are £4.7m underspent year to date, which is largely a function of delays on the largest reservoir projects. We are forecasting to catch this up by year end. A positive by-product of delays to some core projects at F6 has allowed us to top up the emergency budget by £1m.

Contribution	Month			Year to Date					Full Year					
	Actual	F1	Variance Actual vs F1	Actual	B24	Variance	F1	Variance Actual vs F1	B24	F1	Variance F1 vs B24	F6	Variance F7 vs F6	Variance B24 vs F1
Project Delivery	(4,270)	(4,075)	(195)	(21,123)	(21,694)	561	(22,649)	1,526	(48,599)	(54,877)	(6,278)	(54,297)	580	(3,696)
Direct Services	(1,862)	(2,295)	433	(10,172)	(11,142)	971	(10,922)	750	(25,551)	(25,971)	(420)	(26,249)	(278)	(698)
Asset Management	(731)	(933)	200	(4,025)	(4,051)	26	(4,649)	623	(9,172)	(8,926)	246	(8,984)	(57)	188
Bridge Strikes (CRSP)	(24)	(20)	(3)	(171)	(47)	(124)	(104)	(67)	(95)	(104)	(10)	(302)	(197)	(206)
Non FP Income Projects	(7)	-	(7)	(7)	-	(7)	(0)	(7)	-	(0)	(0)	(0)	0	(0)
Infrastructure and Programmes	(43)	61	(104)	(225)	273	(498)	(119)	(106)	312	1,417	1,125	63	(1,374)	(250)
ISP Emergency, Urgent & Arising	-	(333)	333	-	(3,147)	3,147	(333)	333	(6,900)	(2,358)	4,542	(1,117)	1,241	5,783
External Project Delivery	54	(8)	63	(16)	(69)	53	(74)	58	(199)	(12)	74	(53)	73	146
Programme Management Office	(112)	(130)	17	(728)	(764)	36	(784)	56	(1,537)	(1,537)	(0)	(1,531)	6	6
<b>Total Contribution</b>	<b>(6,997)</b>	<b>(7,732)</b>	<b>735</b>	<b>(36,466)</b>	<b>(41,231)</b>	<b>4,766</b>	<b>(39,632)</b>	<b>3,166</b>	<b>(91,740)</b>	<b>(92,462)</b>	<b>(722)</b>	<b>(92,469)</b>	<b>(6)</b>	<b>(728)</b>

3.2 We continue to track the range of forecast spend to year end. This is showing a more stable position than last year, which we partly attribute to the introduction of a larger emergency budget to protect the planned programme.

IPD Full Year Max/Min – Net Cost



## 4. PRIORITY PROJECTS PROGRAMME

4.1 The following projects currently carry the most risk and are tracked most closely.

Redacted

### 4.2 Reservoir project updates

- **Harthill Reservoir MIOS:** The MIOS works are now complete and awaiting sign-off by the QCE. Heavy rainfall over recent months has partially refilled the reservoir.
- **March Haigh Reservoir Phase 2:** The mitre drain MIOS works have been added to the Phase 1 contract to enable the contractor to mobilise to site without delay to ensure we complete these works in time. All site works will not be complete in B24 and a re-visit required for any leak mitigation work in Spring 2025. Trust engineers and specialist reservoir engineers attended a second 'Seepage Workshop' in October to discuss leakage and will provide the project team with the outputs.
- **Wilstone Reservoir:** Pricing is due back mid November. Work to secure 3rd-Party access and compound areas is on-going. Natural England assent for vegetation work and main works has been granted. WIP for vegetation clearance issued to Kier for pricing. Syphon repair work and trial hole investigation complete. Revised S10 formally complete and submitted to the EA; MIOS date is now October 2026 (moved from April 2026). Due to environmental, water management and seasonal weather constraints, we will continue to aim to complete the works by April 2026.
- **Welford Reservoir:** An arising MIOS project has begun, following S10 inspection, which called for draw-off investigation and repairs. Phase 1 agreed at GW2; currently engineers are completing technical specification for the installation of a temporary siphon which expected to take place in December 24.
- **Knypersley Reservoir:** The MIOS works were completed and signed off ahead of the 5 November deadline. Some non-MIOS scope items will likely be descoped to accommodate more important investment elsewhere on other reservoirs.

### 4.3 Core canal project updates

- **Manchester Road Bridge Control Room Roof, Docklands:** Condition (and asbestos) survey complete. WIP to be issued via CEC-Complex September 24. Mobilisation in November with completion of works before end of December 24.
- **Oxford Canal Knott's Bridge 130:** Work began on site at the start of October to demolish and remove the collapsing brick arch bridge. Site compound is now in place and vegetation clearance has begun. Main works to be completed over the next two months. Ongoing conversations with landowners over what to do once the bridge is demolished.
- **Gloucester & Sharpness, High Orchard Bridge:** Works has been completed to shot blast, prime and resurface the road surface on the bridge. Stantec continue to work on the analysis of the bridge integrity and have provided some initial draft results ahead of the final report in January 2026.
- **Leeds River Lock 1 Leak Repairs:** Works have started on site to install a temporary coffer dam within the entrance to the lock to enable dewatering. This method has

allowed the works to be completed within the winter stoppage window and our internal skilled construction team will be advising external joiners on the work and assisting with any complicated works. The delivery approach has some financial risk as we cannot define the scope of repairs until the lock is dewatered, so we've had to enter into an Option E cost reimbursable contract.

- **Lancaster Canal Culvert 51/51A:** Abandonment of Culvert 51A and relining of Culvert 51 are complete. Defect raised with the culvert liner as water is not draining and backing up, leading to some localised flooding of farmer's field. Defect potentially due to grouting lifting the liner. Pump mobilised to site to deal with the water issues whilst defect investigated.
- **Shropshire Union Culvert 40, Barbridge:** Investigations and the design are complete; the grouting of the culvert will need to extend onto third party land (and under a house) with agreements being put in place with the landowners. Resolving these agreements presents some risk to the programme. The works are not planned until February but there is a risk the scheme might carry over into B25.
- **Longwood Cutting retaining wall:** The project team are awaiting as-built drawings of the viaduct foundation and pier structure that have been re-requested from Network Rail. This will enable completion of the design and production of the slope stability analysis required by Network Rail. If these cannot be provided, further boreholes and ground investigation will be required prior to finalisation of design and will delay the sign-off of Network Rail's Basic Asset Protection Agreement (BAPA). The delays to the design and obtaining third party consents has resulted in all of the works now being pushed into B25. The Trust's legal team have confirmed works can progress on land not owned by the Trust in this situation.
- **Albert Street Cutting:** OnSite are mobilising to site on 21 October. Vegetation clearance works to commence w/c 21 October, with floating plant to be mobilised the following week to remove the timber props and facilitate drilling weep holes. Works are planned to take six weeks to complete, with re-opening of Public Right of Way and navigation at the end of November 24. A stakeholder event held on site on 1 October, which was advertised in local newspapers and picked up by BBC News, had around 30 members of the public in attendance.
- **Lea Bridge Sluices:** Site works have been completed to refurbish the four sluices. Phase 2 of the works is now no longer necessary in the short/medium term, as the refurbishment works, are expected to last c10 years.
- **KA Crofton PS:** Work is continuing to correct the defects with non return valves (which have now been replaced) and air valves in the system to allow full operation as intended.
- **Gloucester & Sharpness dredging:** A comparison between surveys carried out in July and September has indicated that silt has moved within Gloucester Docks during August and September, most likely the existing silt slumping into cleared areas. Currently we are unable to carry out suction dredging in the docks, pending consultation with the EA (due to compliance with Habitats and Eel Regulations). Therefore, we will carry out backhoe dredging commencing w/c 28 October on the approach to the docks as previously planned and extend the scope into part of the docks to enable passage of deep drafted vessels into the dry dock. The scope of

these works will be limited to the key access areas due to the relatively high unit cost compared with suction dredging which is now proposed in autumn 2025.

- **MEICA Programme (Sutton Weaver Swing Bridge, Dutton Lock Hydraulics, Brunswick Lock, Royal Oak Swing Bridge):** AMCO have had a couple of key personnel leave the business and our project teams have raised concerns on progress for the North M&E programme. Early Warnings have been raised and the concern has been discussed at framework level. AMCO have provided assurances to the Trust that they are able to deliver their programme.

## 5. DIRECT SERVICES PROGRAMME

- 5.1 Twenty-four projects were completed against a plan of twenty in September. Two projects are arising projects and one project was reactive. Thirty-four projects are on site and three of those projects have been carried over from B23. Two projects that are on site are arising works. The majority of outputs are on track or ahead of plan, albeit the carry over and arising works are impacting on some planned outputs. The team are working on options to deliver deferred B24 works and to achieve the full programme outputs.

Total DS Outputs Planned Vs Actual (calculated automatically)	UoM	Year		% change
		Planned	Actual	
Bank Protection	m	2423.6	2043	-16
Towpath Improvements	m	741	1637	121
Gate Replacements. Number of locks.	No	3	4	33
Gates Replacements. Number of Leaves fitted.	No	2	3	50
Gate Repairs – to include relines and Cill/Quoin repairs and any works to conserve water	No	5	10	100
Other Leak Repairs – km length, Aqueducts, embankments	m	78	85	9
Boundary/Retaining Wall Repairs	m	34	4	-88
Fencing	m	0	0	0
Access Improvements	No	8	11	38
Bridge Repairs	No	25	25	0
Other Asset Repairs (Culverts, Weirs, Aqueducts etc.)	No	34	61	79
Total number of notifications	No	71	86	21

**Appendix 1 Redacted**



Board Meeting  
November 2024  
Information Report

**Text in red font to be treated as confidential.**

## PEOPLE UPDATE

Karen Seth, People Director

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### 1. PURPOSE

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

This report is being made available in Diligent in respect of the next Board Meeting and is for background reading purposes.

### 2. KEY POINTS

- 2.1 First upload of colleague data successfully completed into the new people system, alongside this our engagement plan with the wider Trust is underway to share the upcoming change.
- 2.2 **Redacted.**
- 2.3 **Redacted.:**
- 2.4 During October and November, we held our Canal & River Trust awards where colleagues were recognised across 6 categories, and our annual Long Service lunch was held in Birmingham, celebrating colleagues with 25 years of service, along with 2 colleagues who have achieved an incredible 50 years of service.
- 2.5 Our Menopause inclusion circle leads were invited to present at an external conference because of the great work the inclusion circle undertakes in support of women (& men).
- 2.6 National Inclusion week was celebrated at the end of September, and our focus throughout October has been a series of events to mark Black History Month.
- 2.7 Our recent 1 Team Together events concluded with circa 1400 colleagues and volunteers attending. The focus now is on next steps from the feedback received, and planning next years' format.
- 2.8 Our volunteer engagement survey closed with a 35% response rate and an improved engagement score of 8.5.

### 3. People Operations

- 3.1 New People System Discovery workshops are underway, focusing initially on the configuration of the Core HR and Payroll modules. Key conversations with regards to detailed timelines and implementation dates for each module continue between Steer Co and implementation partners, Lavasource. Initial data migration and data loads have begun to set up a staging system within Dayforce.

- 3.2 The communication cascade has begun with introduction to Senior Managers at the Senior Manager Forum, along with follow on cascade to Line Managers through Mandatory Drop-in sessions to introduce them to the New System (Dayforce).
- 3.3 B25 planning is underway with road mapping by quarter and key considerations for tasks/projects and related budget for B25. The plan is being finalised over the upcoming weeks, ready for presentation back to the board in line with the B25 timelines set out by finance.

#### 4. Reward & Wellbeing

- 4.1 Executive and Manager pay awards were uploaded and applied from 1st October.
- 4.2 The Living Wage Foundation published their new rates on 23rd October and where the National rate has increased from £12.00 to £12.60 per hour. The Government subsequently released confirmation of the national minimum wage which will increase by 77p to £12.21 from April 2025. This rate will apply to all workers aged 21 and above. The information will be used to begin modelling options in preparation for pay talks with our recognised Unions in early 2025.
- 4.3 The annual renewal process for our insured benefits have finally concluded. The cost of providing healthcare plans has significantly increased and as a result we have adjusted the level of cover applied to our manager population (Managers receive company funded private medical insurance and health cash plans). Executives and Senior Managers will continue to receive private medical insurance via BUPA under our YuLife offering and where this will be funded up to family level. Technical and Middle Managers will move to a different scheme provided by Equipme which offers private medical treatment via AXA but with some exclusions and where medical history will be considered.
- 4.4 Whilst it is recognised that, at this level, health care is an expected element of a reward package and is required to attract and retain colleagues, affordability is a concern. Moving to the modular Equipme plan allows us to continue to offer the benefit but at a more sustainable cost to the Trust.
- 4.5 We are reaching the end of a series of successful colleague recognition and engagement events; the Canal & River Trust Awards was held at Anderton Boat Lift and where colleague achievements were recognised across six categories. The Health & Safety Conference featured a morning agenda focussed entirely on Wellbeing topics and our Long Service Recognition lunch took place on 8th November to recognise those colleagues with 25 years' service.

#### 5. Employee Relations

- 5.1 **Trade Unions** – The Trade Union relationship continues to be co-operative; they are beginning to prepare for colour grade pay award which is effective from 1<sup>st</sup> April 2024. They are watching the government budget with keen interest and want to consider any cost to the Trust any their pay talks submission.
- 5.2 **Speeding** – we are working very closely with the Fleet team and the operational managers to ensure there is clarity and processes to manage any speeding events in fleet vehicles.

- 5.3 **Homeworking and Expenses** - when the Trust transitioned to homeworking, we established a methodology whereby expenses would be claimed from a reference point (assigned Hubs). We committed to reviewing the approach to manage expenses for homeworkers after 3 years. The outcome of the review has resulted in an additional 10 locations (depots) being available for colleagues to be assigned to.

## 6. Inclusion & Diversity

### 6.1 Inclusion Circles

- 6.1.1 Our Managing the Menopause Inclusion Circle and the progress we have made at the Trust has been recognised as leading practice, with the co-leads of the Circle being asked to present at a conference run by the Institute of Government & Public Policy. They received excellent feedback from delegates about the insights they provided.
- 6.1.2 The series of Inclusion Circle sponsor articles in the Source Monthly continued with a piece on Menopause by Karen Seth and Malcolm Horne talking about Ethnicity and Black History Month.

### 6.2 I&D Awareness Events

- 6.2.1 We marked National Inclusion Week at the end of September with a daily series of internal communications, with call to actions for all colleagues. We reminded colleagues of tools and support available that's been developed over the past couple of years and tackled the topics why inclusion and diversity is important at the Trust, how we can measure the impact of our efforts and know we're making progress, how we can all develop more inclusive behaviours, and how we embed our inclusive value into our day to day activities.
- 6.2.2 We have celebrated Black History Month throughout October, with internal and external events. It was the third year for our Black History Month Celebration event in Nottingham, creating a space to showcase performing talent of the local Black community, whilst raising awareness of the Trust. In London, we held Let's Walk events, highlighting the links between docklands, the triangular trade in goods and people, and prominent black people in Georgian society; and in Birmingham, Let's Walk and Learn events celebrated Birmingham's Black Pioneers. Internally, we hosted a webinar in which architectural historian and community researcher [Dawn Carr](#), led us on a journey of the relationship between the canals and the goods transported being products of the transatlantic slave trade, as well as weekly educational internal comms on the theme of reclaiming narratives, telling the forgotten or untold stories of prominent Black Britons through history.

## 7. Talent Development

- 7.1 **1 Team Together** - Our 1TT events have now concluded, 1400 colleagues and volunteers joined one of the 44 events. We are now working through all the feedback received to identify key themes. Initial feedback from the event indicated the vast majority found the events valuable and rewarding.
- 7.2 **Performance excellence Interim review period** - We have reached our mid-year interim performance review point; all managers are currently calibrating team members' ratings in preparation for 121 reviews that will take place during November. All managers have until 31 December to input team member ratings through Trust-ED. We are offering training and guidance support for colleagues new to line management and or new to the Trust to inform of the process. During these interim reviews we expect those assessing managers to also consider performance against our leadership behaviours.
- Following the completion of ratings and outcomes, we will be continuing to add to our talent register, ensuring we are offering development opportunities to the right colleagues.
- 7.3 **Leadership behaviours** - we are continuing to embed our newly launched leadership behaviours, so far 102 managers have attended our deep dive sessions, and these continue to be offered monthly. Our learning resources have been categorised to align with the behaviours, creating more visibility for leaders looking to develop their skill sets. We also continue to deliver the Peopleways technical training, ensuring our managers are aware of key procedures and processes.
- 7.4 **Insights Discovery** - to help support implementation of our leadership behaviours and enhance team effectiveness, we are continuing to roll out Insights discovery across the Trust, this is not only enhancing internal team relationships but also those with our partners. Recently we co-facilitated an event with Kier at our Toddbrook site, the attendees included Trust colleagues, Kier, Arup, and Arcadis showing our joined-up approach to team working. We have also completed sessions with the operation's senior leadership team, the Northwest leadership team, Brand and Marketing team and our graduates who are in programme, as well as some 121 development conversations.
- 7.5 **Basic Fire, water, save a life mandatory learning** - we have now launched our new Basic Fire, Water Save a Life learning, this will ensure that all colleagues have the basic safety knowledge. This 30-minute eLearning replaces a one-day workshop, resulting in saving time and is also more financially viable.
- 7.6 **Volunteer Engagement survey** - our volunteer engagement survey launched on 15 October and closed on 5 November. To ensure that we target our active volunteers, this year we have decided to apply criteria to who is invited, therefore all volunteers who have given 7 or more hours over the last 6 months will be sent a link to complete the survey. This equates to 2578 volunteers. The survey closed with a 37% response rate and an engagement score of 8.5.
- 7.7 We have also enhanced the reporting available, through our engagement partner Hive. We have now enabled in our platform key driver analysis, this will mean that we have dynamic reporting, enabling our managers to easily identify areas to maintain or improve to deliver the greatest impact.

## **8. Recruitment**

- 8.1 West Midlands Regional Advisory Board Chair Glen Howells has now been appointed. We had 3 shortlisted candidates for the East Midlands Regional Advisory Board Chair. Interviews have been conducted and a candidate has been selected to meet with David Orr.
- 8.2 Fundraising Sub - committee 2 x Co-opted member recruitment is in progress with a positive response. Interviews were conducted on 29/10/2024.
- 8.3 Head of Fundraising Operations – evaluation complete and the timeline has been confirmed. The role will go live w/c 21/10 and we expect to complete process and offer by early December. Given the level of this role, we are anticipating a Feb/Mar 2025 start.
- 8.4 Some positive external brand visibility work is taking place as the team attend external recruitment events in 2024. Most recently was the Women into Work event in Bradford, and we also supported green careers event in London. The Women into Work event was a successful campaign to promote the Trust, raise awareness and brand with potential future candidates; we generated contacts within business and candidates. We will continue to attend similar events, particularly those that help to support our inclusive recruitment campaign and addressing gaps in diversity of workforce, particularly women, people of colour, and a diverse range of age profiles.
- 8.5 As part of our inclusive recruitment standard, we are working towards standardisation of process and paperwork and hiring manager capability. We will roll out new training from the end of November 2024.
- 8.6 Timeline for 2025 Trustee recruitment to be drafted and agreed based on future vacancies and retirements.

## **9. People Business Partnering & Future Talent**

- 9.1 The Boat Licencing structure change has now concluded all colleagues will be in new roles by the end of November.
- 9.2 Front Line Manager Conference took place on 16th October in Birmingham for all operational leaders – this was a fantastic opportunity for our leaders to receive key business updates, explore the leadership behaviours and network with colleagues across the Trust. Initial feedback has been extremely positive, we will collate all feedback and learnings for next year.
- 9.3 We have now Selected 2 volunteers to join the People team – currently going through final checks with references so they will be able to support with admin for the new system preparation.
- 9.4 We are launching the sensitive conversation soft skills training for line managers with 3 sessions available – 2 in November during national fertility week and 1 in December.
- 9.5 A review of the Standards has taken place including the following - Secondments, and Smoking. Both have subsequently been revised and supported by relevant guidance.
- 9.6 We have recently partnered with an external company called Mi-Say. They specialise in a colleague survey called a Stay Survey which will give us valuable

insight into reasons colleagues could be considering leaving the Trust, this was launched w/c 7th October to a selection of colleagues including those in our inclusion circles. We expect the results to be available end of November.

- 9.7 We have 65 individuals on Future Talent Programmes: 28 Apprentices, 4 Graduates, 33 Upskilling (Includes Stepping into Management, Construction Site Supervisor and Ad-Hoc programmes utilising our levy with skills such as project management and L7 leadership).
- 9.8 Stepping into Management has been a well-received programme with 10 colleagues who successfully completed the first cohort and 14 have recently started the second cohort. Cohort 3 is currently being advertised with a closing date of 6th December and 15 places available.
- 9.9 2024 Apprenticeship Finishers Offboarding – of the 12 recruited we have retained 8 in permanent positions, 2 resigned and left the Trust, we are working with the final 2 to review current vacancies and opportunities.
- 9.10 Construction Site Supervisor Level 4 launch event sponsored by Malcolm Horne is taking place at the Roundhouse, Birmingham on 4th November – this is part of our plan to build skills and retain talent.



Board Meeting  
21 November 2024

Background Report to Chief Executive Board Report  
**Text in Red Font to be treated as Confidential.**

## STRATEGY & IMPACT REPORT

Heather Clarke, Strategy & Impact Director

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### 1. Purpose & Overview

- 1.1. The purpose of this report is to provide the Board of Trustees with an update on the following key areas of activity:
  - **Strategic Insight, Direction & Planning** – including communicating our 10 Year Strategy; raising our profile through our social & economic value work; Defra KPIs; Brand & Marketing; the Government’s Planning Reforms; Biodiversity Net Gain;
  - **Strategic & Performance Reporting, Reviews, Tools & Guidance** - Climate Change Adaptation Reporting (ARP4); Statutory Consultee Performance; New Publications, etc
  - **Significant Initiatives & Programmes** – including Community Rehabilitation; GUC Water Transfer Project; Water Resourcing; High Speed Two.
- 1.2. Redacted.
- 1.3. Redacted
- 1.4. Redacted

### 2. Strategic Insight, Direction & Planning

- Redacted**
- 2.1. Redacted  
  
Redacted
  - 2.2. Redacted
  - 2.3. Redacted.  
  
**Redacted**
  - 2.4. Redacted
  - 2.5. Redacted

2.6. Redacted

2.7. **Welsh Government Recommendation - Trust to become a statutory consultee in Wales for all significant infrastructure projects (SIPs)**

2.8. Following our previously reported meeting with representatives from Welsh Government, we are pleased to advise that the recently published Government consultation paper recommends that the Trust is classified as a statutory consultee in Wales for all significant infrastructure projects.

**Biodiversity Net Gain (BNG) & the Planning System**

2.9. Redacted

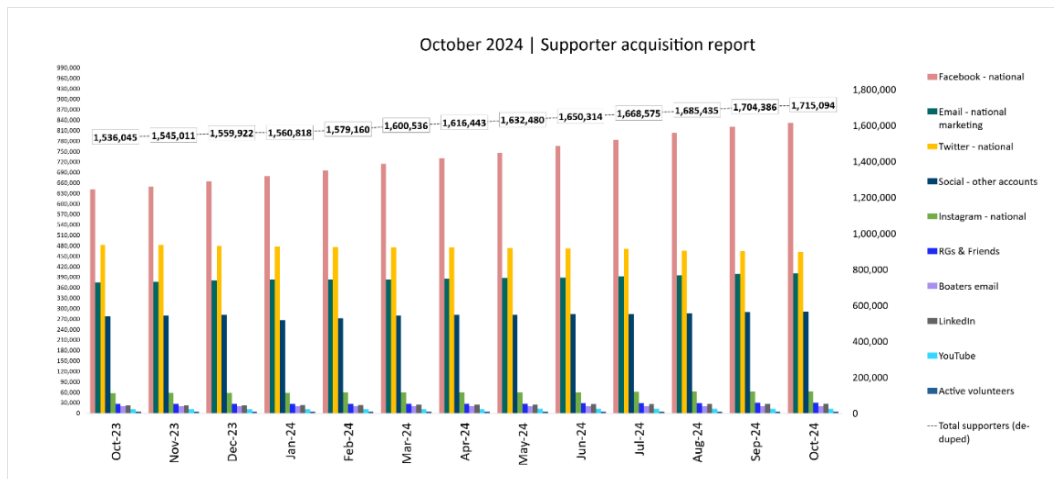
2.10. Redacted

2.11. Redacted

2.12. Redacted

**Brand & Marketing**

2.13. **Supporter Growth** - At the end of October 2024, our acquisition advertising has helped drive total passive and active supporter numbers to 1.71 million and we are currently on track to deliver against our target of 1.75 million supporters by March 2025.



2.14. **Digital Advertising** – During September and October, we have created over 21.1 million opportunities to see with our acquisition advertising, made over 39.3k new connections, driven 9.9k people to volunteering opportunities and generated 3k Facebook event responses. Redacted.

2.15. **Plastics Challenge Campaign** - Running from 9 September for eight weeks, this year’s Plastics Challenge campaign has been consistently strong, generating almost 13m opportunities to see our marketing activity, resulting in 800k film views and 12k social media engagements. The campaign has been boosted by a major collaboration with our

celebrity and influencer supporters, centred around a new film and partnered social sharing.

- 2.16. **Winter campaign update - Together we can weather any storm – Redacted** The campaign runs until the end of February 2025.
- 2.17. **Volunteer by Water campaign** - The campaign will launch on 20 January 2025 for two weeks. We aim to inspire 1,000 new volunteer enquiries with a focus on a female demographic between 24 and 49 years old.
- 2.18. **Redacted**
- 2.19. **Filming – Redacted**
- 2.20. **Events** – Between 1 April and the end of October, we hosted 1,663 events with an estimated attendance of 431k. These comprised 1,266 Trust-led events (estimated attendance 113k) and 397 externally run events (estimated attendance of 318k.) **Redacted**
- 2.21. **Celebrity and influencer engagement – Redacted** The Trust’s first Instagram celebrity collaboration post, launched as part of our Plastics Challenge campaign, has exceeded expectations. It has been shared by five celebrities (Bill Bailey, Ranvir Singh, Sarah Beeny, Neil Jones and Maddie Moate) and has had a combined additional audience of nearly 1.3 million. The campaign also gained social media support from Chris Packham, Ben Goldsmith, Sir Tony Robinson, Patrick Grant, Shaun Keaveny and Saira Khan. Link to [celebrity film](#).



Plastics Challenge Celebrity Film

- 2.22. **Website** - We have successfully introduced Stripe as the payment gateway for all website cash donations enabling Google, Apple Pay, PayPal and card payments, with the option of other payment methods in the future.
- 2.23. **Website Accessibility Volunteers** The work of our Website Accessibility Volunteers was recognised at the London & SE Volunteer Awards, with a nomination.
- 2.24. **Redacted**

**Our Profile Raising and Networking Activities**

- 2.25. The following key meetings have recently been attended.

- **Natural England's Strategy Workshop** in Nottingham on 30 September, with input and discussion on their 10-year Strategy.
- **DCMS-Policy Lab Civil Society co-design workshop** focused on exploring how the government can better support strategic partnerships and engagement on 16 October.
- **UK Health Security Agency** consultative workshop on Greenspace, natural ecosystems and public health on 7 November.
- **Meetings with Dr Talya Hackett of Leeds University**, to follow up on their research on the importance of multi-habitat landscapes and a potential study of canal corridors within the landscape. Redacted
- **Meeting with National Highways** to discuss their Designated Funds scheme for 'landscape-scale environmental improvement partnerships'. We are now preparing Expressions of Interest for submission.
- **[EUROPARC Atlantic Isles "Protected Landscapes 2030 – Fitter for the Future – Our Evolving Landscapes in the 21<sup>st</sup> Century" Event 2024](#)** being hosted by Natural England. We have been invited to present on our canal network's contribution to nature connectivity (both habitats and people) at this European best practice forum event for Protected Area partners being held in Sheffield on 20–21 November.

2.26. Redacted.

### 3. Strategic & Performance Reporting, Reviews, Tools & Guidance

#### Boaters' Insights & Data Development

Redacted

#### Education & Learning

- 3.1. Evaluation of our explorer's programme in the London area shows that children taking part in an extended, multi-session intervention reported an 8% increase in wellbeing. In previous years no statistically significant impact was seen as a result of a single workshop, suggesting that prolonged activity/engagement has a greater impact on children.
- 3.2. New STEM KS3 Climate Change learning resources have been launched following collaboration with schools and colleagues.

#### Our Statutory Consultee Performance

- 3.3. We received 1358 consultations in England & Wales to which a response was due in the period 1 April to 31 October 2024. Of these, we responded to 98% within 21 days or otherwise agreed extension. (98% in England and 100% in Wales.)
- 3.4. Redacted.

- 3.5. Recent discussions have successfully resolved the status of a number of items in the Trust's collection previously thought to be on 'indefinite loan' from Manchester Museum but now passed to the Trust and will be properly accessioned.

## **4. Significant Initiatives & Programmes**

### **GUC Water Transfer Project**

- 4.1. Significant work is ongoing with project partners, Affinity Water and Severn Trent. The Secretary of State (SoS) has responded positively to the request/application made by project partners for the project to be dealt with under the Development Consent Order (DCO) regime, confirming that a DCO is required. This is beneficial from a project delivery perspective as it will involve one application, as opposed to many separate applications across ten local planning authority areas.
- 4.2. The first phase of public consultation has been completed as part of the planning process for DCO. The six-week public consultation comprised nine consultation events and six canalside pop-up events at various locations along the route. The events were attended by representatives from the project partners, including Trust colleagues and project team consultants..Redacted
- 4.3. Redacted  
Redacted  
Redacted  
Redacted  
Redacted.

### **Community Rehabilitation - Ministry of Justice (MOJ) Partnership**

- 4.4. The national partnership with the MOJ and waterway improvement programme with His Majesty's Prison and Probation Service (HMPPS) continues to expand across the network with 32 sites of community payback activity (a 50% increase on 2022/23).
- 4.5. Redacted.
- 4.6. Redacted.

### **Sport England - Swim Sista Swim**

- 4.7. Swim Sista Swim (a 12-month pilot project funded by Sport England and designed with women from African and African-Caribbean communities in Nottingham) has won the Equity Award at the Health and Care Awards in Nottingham and is shortlisted for the 'This Girl Can Physical Activity Group Award' by the Active Partnership, Active Nottingham.

### **Overhaul of Our Environmental Appraisal Process – 'PERCH'**

- 4.8. A project to overhaul the Trust's Environmental Appraisal process is nearing completion with the development of a risk screening tool which now covers planning, heritage and environmental risks and consents acting as a 'one-stop shop' for colleagues, a minimum requirements standard and significant updates to the Appraisal templates. The new 'PERCH' process is expected to go live this winter.

**High Speed Two (HS2)**

- 4.9. Nighttime working on the HS2 Colne Valley Aqueduct has been completed ahead of programme and work on the HS2 Oxford Canal and Longhole Viaducts continue to make good progress. Redacted.
- 4.10. Redacted.
- 4.11. Redacted  
Redacted  
Redacted
- 4.12. Redacted  
Redacted
- 4.13. Redacted.
- 4.14. **Heather Clarke, Strategy & Impact Director, November 2024**



Board Meeting  
November 2024

Background Report to Chief Executive Board Report

## FUNDRAISING DIRECTORATE REPORT

Maggie Gardner, Fundraising Director

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### 1. Purpose & Overview

The purpose of this report is to provide the Board of Trustees with an update on key activities in the second quarter of B24 (July – September).

### 2. Overall

2.1. Following a competitive recruitment campaign, interviews by Dame Jenny Abramski, Sir Chris Kelly and Maggie Gardner resulted in two offers to join our Fundraising Committee as Co-opted members.

- Chris Askew – CEO Royal College of General Practitioners, former CEO of Diabetes UK, and former Fundraising Director at Breakthrough Breast Cancer and at Crisis.
- Angela Cluff – long time fundraising and organisational development consultant working with a range of often high profile charities, Deputy Chair of Oxfam.

2.2. Research by Humankind on our case for support and proposition will conclude in November. Findings from this work will be used to shape asks going forward, in particular, those around legacy investment. Initial findings suggest the need for a depth of engagement beyond recognition that we are a charity.

2.3. We have started recruitment for the new post of Head of Fundraising Operations. Once concluded, we will proceed urgently with the creation of the new team which is fundamental to the delivery of the Fundraising Strategy.

2.4. Redacted.

2.5. This year's 1 Team Together included conversations around fundraising as part of one of the sessions. This was a highly positive experience and illustrated the increasing acceptance and recognition of the importance of fundraising by colleagues. Some pockets of resistance remain but equally there are pockets of enthusiasm and support. Great to see the growing awareness of the importance of Fundraising for the future of the Trust.

### 3 Individual Giving and Legacy (IG&L)

The end of September results echoed the strong performance of the team over the past four quarters when they have consistently achieved or exceeded target. IG&L ended September YTD £1.78m against a £1.69m target. Looking at the results in more detail -

- Redacted

3.1 Alongside the ongoing work the team are also working to progress the strategy – key activities since the last Board Report include

- Recruitment to roles required to deliver the new Fundraising Strategy is progressing well. Spencer Goddard has been promoted to Contactless Giving Manager, and the Digital Fundraising Executive and Gifts in Wills Executive roles have also been successfully appointed with start dates in November.
- Face to Face team numbers remain good although we had a small drop off at the end of the end of summer with some team members returning to Uni and not continuing to work. We are now encouraging more mature candidates to apply, i.e. those able to commit to regular, long-term hours and offering a closer match with our prospective donor base.
- All of the regional kick off meetings for the Give Campaign (local, iconic site-based fundraising) have taken place.
- The scope of the ambition in the strategy requires both additional support and new creative vision. To work with pace we have determined a requirement for a roster of agencies. The tender process to identify these agencies is now underway. We were able to work with procurement to agree a robust but shorter timeline process. 6 agencies have made it through to the final round and we are now working to refine this group further.
- The Friends Re-imagined project is now entering its final stage and will be discussed by the Fundraising Committee when it meets in December.

3.2 The Gifts in Wills Impact Report 2023/24 has now been published entitled “Transforming Canals through Gifts in Wills and is attached as an appendix to this report.

## 4 Regular Giving (Friends)

4.1 Redacted

4.2 Redacted

## 5 Contactless Giving

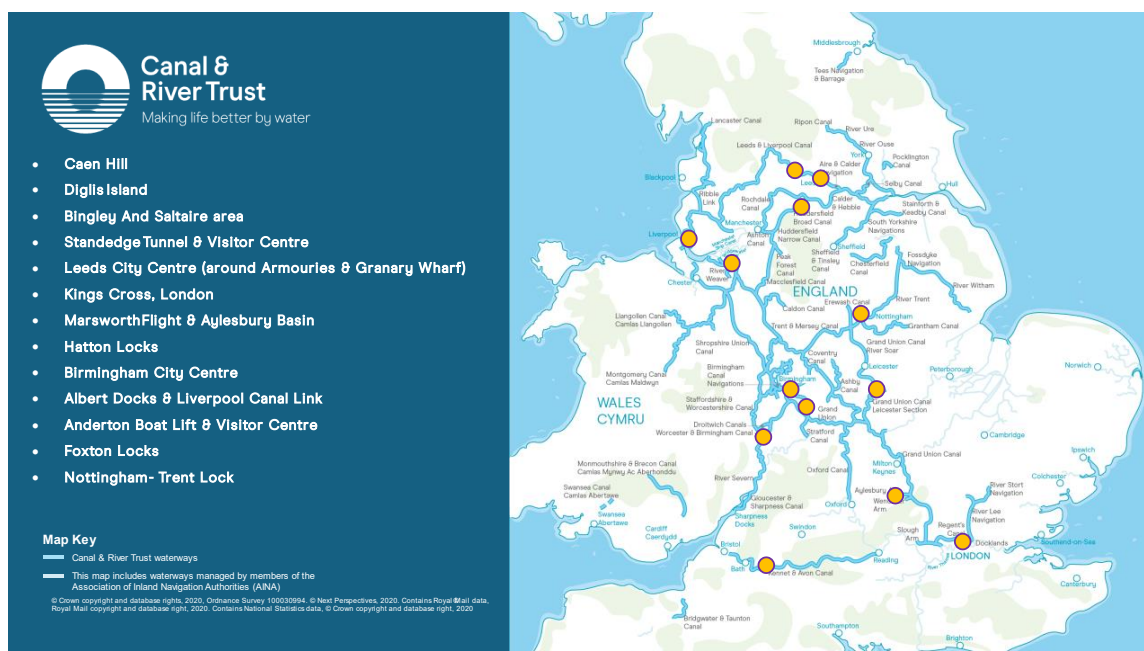
5.1 Redacted

5.2 Regional engagement remains behind target but we are seeing progress as broader Trust teams become more familiar with the technology and asking for donations and understand that the work supports their work. One issue has been network

connectivity – and we are pleased that L&SE Volunteer Leaders are trialling the new technology with our supplier GWD which looks to overcome this problem.

- 5.3 Give sees the Trust investing in a substantial fundraising presence in 13 iconic sites. This presents challenges with heritage and planning – plus some regional teams both within the Trust and in the local authority. Hamish is working with colleagues to maximise impact and deliver a more ‘in your face’ fundraising presence at these locations (I stress the ‘in your face’ as this isn’t about increasing the size of QR codes or one more poster – which I know some colleagues might prefer). He has been able, with Heather and Julie’s support, to develop a multi-directorate project team which will visit 13 sites over 6 weeks in October and November to ensure we have all necessary consents and permissions to invest in the sites early next year. There remain both internal and external challenges – but these are being overcome.

Below are the selected sites which will be our focus to drive donation and volunteer action in partnership with regional colleagues, but also importantly telling much clearer impact stories of what our charity does to protect these sites.



## 6 Acquisition, Appeals, In-Memory & Digital Fundraising

- 6.1 £125k vs target of £128k.
- 6.2 As previously reported, the biggest variance is from In-memory dedications. Delays in the first half of the year were as a result of requested changes to the design of the bench (which has so far proved unviable from a cost perspective).
- 6.3 We are now processing requests and generating income month on month after the delays for the first half of the year. A review of the marketing plan and mitigations is in progress as well as progressing the installation of the overdue In-memory tree in the North West that will allow us to offer a more accessible dedication donation price point.

- 6.4 Our Winter appeal has launched. It focuses on work to make the network more resilient as well as the reactive works that take place to repair and rescue damaged parts of the network after a storm. This is a multi-channel campaign that is integrated with the Marketing team and has tailored messaging for warm and cold audiences as well as key stakeholders such as the boating community.



- 6.5 Excitingly work with the hire boating community is progressing excellently. We have secured support from the Drifters Association and several other independent hire boat companies. There will be a trial of Canal & River Trust charity packs on booked holiday boats over winter with the view to scaling up to a maximum of 17,000 bookings next year. Some of our biggest givers have chosen to support CRT after a boating holiday.

## 7 Legacies

- 7.1 Legacy income as of the end of September is £254k, with a full year target of £330k. At least £75k in the notification pipeline is expected to be received before the end of the year.

## 8 Supporter Care & Stewardship

- 8.1 Work is underway to prepare for Donor Appreciation week in January 2025, with ambitions to expand our recognition, impact and retention communications to donors during this time.

## 9 Philanthropy and Partnerships

9.1 Redacted

9.2 Redacted

- 9.3. The Trust is not historically a fundraising organization and while we anticipated some delay as the transformation to 'projectisation' happened the delay has been longer than anticipated. We have struggled both to identify the big picture ambition and the detail required to successfully fundraise. For example with Wolfson Foundation the pulling of the Big Boats project has damaged our reputation as a delivery agent and they also need with the proposal we have submitted for Anderton Boat Lift to be confident in the outcome of our planning application and the detailed budget. With projects on nature – Rightmove is a great example of an organization who will fund on the basis of trust – but many other particularly statutory or semi statutory require both big vision and substantive plans. A paper outlining the difficulties in this area and the change needed will be presented at the next Fundraising Committee meeting.

## 10 Trusts, Lotteries & Statutory

- 10.1 Redacted.
- 10.2 Redacted.
- 10.3 Redacted.
- 10.4 We are currently recruiting for maternity cover for the Senior Trusts, Lotteries and Statutory Manager who goes on maternity leave in January.

## 11 Philanthropy

- 11.1 Funding asks have been made to all of the attendees of the Anderton event in the summer, redacted.
- 11.2 Network mapping conversations have been completed with all Trustees and Exec members. Thank you for being so generous with your time and connections during these conversations.
- 11.3 Two cultivation events are planned for March 2025. On March 4<sup>th</sup> we will host an event at The Bond in Digbeth, Birmingham, focused on our Community Engagement work. Another event is planned for the end of March at the Lighterman in London. This event will focus on our environmental work. Both events are a chance to engage new high value audiences with our work, they'll be a first point of contact with prospects in many cases and will hopefully be the beginning of a funding relationship. Guest lists for both events are in development and will be shared with the Trustee Fundraising Committee closer to the time.
- 11.4 Wealth Screening of current Friends and cash donors from the past 3 years is being carried out by external organisation Prospecting for Gold.

## 12 Corporates & People's Postcode Lottery

- 12.1 Partnerships:

- **Redacted**
- Submitted an application to be The Times Christmas Appeal partner 2024. In doing so we recognised this had a low likelihood of success but viewed the application as both setting a mark for future years and establishing our fundraising needs – given they have focused several articles on our work in the past 12 months.

12.2 **Redacted**

12.3 **People's Postcode Lottery:** We have had confirmation that our grant amount will remain at £2.5 mil in B25, subject to the annual application we must submit by 6<sup>th</sup> December.

12.4 **Maggie Gardner, Fundraising Director, November 2024**