



MEETING OF THE BOARD OF TRUSTEES

Minutes of a meeting of the Board of Trustees (the Trustees) of Canal & River Trust (the Trust) held at The Queen Hotel, City Rd, Chester, CH1 3AH on Thursday 14 July 2016 at 8.30am

Present

Allan Leighton, Chair
Lynne Berry, Trustee and Deputy Chair
Nigel Annett, Trustee
Manish Chande, Trustee
Jane Cotton, Trustee
John Dodwell, Trustee
Frances Done, Trustee
Tom Franklin, Trustee
Ben Gordon, Trustee
Simon Thurley, Trustee

In attendance

Richard Parry, Chief Executive
Sophie Castell, Marketing, Communications & Fundraising Director
Heather Clarke, Director of Strategy & Planning
Sandra Kelly, Finance & Corporate Services Director
Stuart Mills, Property Director
Ian Rogers, Customer Service & Operations Directors
Julie Sharman, Director of Asset Management
Giles Craven, Chair of the Waterways Pension Fund (part meeting)
Richard Wakelen, National Asset Strategy Manager (part meeting)
Gill Eastwood, Head of Governance, Audit & Risk (minutes)

16/155 **APOLOGIES**

None received

CHAIR'S WELCOME & REMARKS

The Chair welcomed Nigel Annett, Trustee and Gill Eastwood, Head of Governance Audit & Risk to their first Board meeting.

16/156 **REGISTER OF INTERESTS & DECLARATION OF ANY INTERESTS IN ANY MATTER ON THE AGENDA**

The attendees declared interests as set out in **Report CRT/206**. No further declarations of interest were made.

16/157 **MINUTES**

The minutes of the following meetings were approved:

- Board of Trustees, Thursday 12 May 2016
- **Commercially confidential material removed**

Commercially confidential material removed.

Matters arising & schedule of actions

All matters arising were in hand or on the agenda.

16/158 **TRUSTEES' VISIT TO NORTH WALES & BORDERS WATERWAY, 13 JULY 2016**

The Trustees were positive about their visit to the N Wales & Borders Waterway the previous day. The Trustees asked the Executive to pass on their thanks to Brenda Harvey, Partnership Chair, and Wendy Capelle, Waterway Manager, and the team for a well-organised and informative visit RP

Commercially confidential material removed

16/159 **Commercially confidential material removed**

16/160 **Commercially confidential material removed**

16/161 **Commercially confidential material removed**

16/162 **Commercially confidential material removed**

16/163 **Commercially confidential material removed**

16/164 **Commercially confidential material removed**

16/165 **CHIEF EXECUTIVE'S REPORT**

RP presented **Paper CRT213** which incorporated individual Director reports.

Commercially confidential material removed.

Commercially confidential material removed

The Board noted the Chief Executive's report, including its appendices.

Appendix 1: Organisational KPIs and Targets for 2016/17

RP presented the report noting that it is early days for the KPIs. In relation to the KPIs where performance is marked "yellow" (behind target), RP commented that:

- Public Safety was a volatile indicator as it dealt with a low number of incidents and the position had subsequently already improved
- Employee, volunteer and contractor safety had improved but further improvement was still needed

Appendix 2: Strategic Programmes Review

RP reminded Trustees that this was the new organisational dashboard which enable the Board to see progress in strategic programmes. Three programmes were marked amber:

- 02-SP16/17: Direct Services Priority works programme: reactive work has redirected resources. We have to plan for 100% deployment on planned work but inevitably some reactive work will arise so we are unlikely to catch up. The indicator will remain amber until the Executive has determined a better indicator. However, the dashboard already gives the Executive and the Board better visibility of what the programme of work should be
- **Commercially confidential material removed**
- 28-SP16/17 Organisational KPI Development Programme: this work has yet to be progressed sufficiently

There was some discussion clarifying the scope of some of the programmes, in particular, developing visitor attractions is in 10-SP16/17 Destination Development Plans and Accreditation Programme.

The Trustees felt the dashboard was an important step forward but it would be helpful to know which to focus on. RP pointed out that the first 6 projects related to the areas of high spend.

HC will provide further differentiation between those programmes which are those which are “business as usual” and those which are developmental.

HC

Commercially confidential material removed

Appendix 4: Customer Service and Operations

IR confirmed that Macclesfield Forest’s green flag has been renewed and a new green flag awarded to the Upper Peak Forest.

- **Commercially confidential material removed**
- **Commercially confidential material removed**

Appendix 5: Assets

RP reported that Elland Bridge had re-opened.

Commercially confidential material removed

Appendix 7: Marketing, Communications and Fundraising

Commercially confidential material removed

Appendix 8: Human Resources Report

RP presented the HR report. He shared headline results from the Employee Engagement Survey. **Commercially confidential material removed.**

The Exec were to lead a discussion on the Engagement Survey results at the Senior Management Forum that afternoon.

16/166 **Commercially confidential material removed**

16/167 **ITEMS FOR INFORMATION ONLY**

Board Committees

- **Commercially confidential material removed**

16/168 **CLOSE OF MEETING**

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

MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – JULY 2016

1. INTRODUCTION

- 1.1 This report covers the period to the end of May 2016, with updates for recent weeks where available. Self-evidently the seismic political and economic changes arising from the vote to leave the EU have been the dominant factor over the past few weeks and the Board has received a separate paper setting out the possible impacts and consequences.
- 1.2 The main internal changes have come in the re-formation of the Executive team with the appointment of Mike Gooddie as new HR Director, Roger Hanbury's retirement and the adoption of additional responsibilities for the Trust's Governance by Sandra Kelly and Gill Eastwood.
- 1.3 The Trust's annual employee survey has just completed, with over 1,000 respondents; the results were not available in time for the paper though they should be available for the Board meeting. Early indications are that the scores will not have shifted greatly as the impact of the pensions closure has off-set some of the gains from the Growing Our Trust change programme.

2. PERFORMANCE

- 2.1 Appendix 1 sets out performance in the year to date across the range of KPIs agreed by the Board at its last meeting in May. At this early stage of the year none of the measures are shown as 'red' though some are 'amber' as they are slightly behind the target to date.
- 2.2 Appendix 2 presents, for the first time, a review of our performance against the key Strategic programmes that the Board also endorsed in May. These represent the principal change activities for the Trust, to complement the KPIs which measure our day-to-day delivery. Likewise, none of these are shown 'red' so early in the year though some are still subject to further development. In particular the 'Priority Works' measure is being refined so that we have a plan that adequately reflects the changes that are required to accommodate arising urgent reactive work that will inevitably occur.

3. EXECUTIVE REPORTS

- 3.1 The Executive's reports feature as Appendices 3 to 8. The main points to draw to the Board's attention are:
 - Appendix 3 (Health & Safety) contains an update on the tragic incident at Pontcysyllte which the Board considered at its meeting in June **commercially confidential material removed**
 - Appendix 4 (Customer Service and Operations) describes the current issues on the Bridgewater canal where owners Peel Holdings have unilaterally changed the reciprocal arrangements for Trust licence holders using on the canal, which is being escalated.
 - Appendix 5 (Asset Delivery) reports the re-opening of the Calder & Hebble navigation with the successful demolition of Elland and Crowther bridges.

- **Commercially confidential material removed**
- Appendix 7 (Marketing/Communications/Fundraising) describes a positive start to the year for both fundraising and campaigns.
- Appendix 8 (HR report) updates on reaching agreement on the annual pay award and the start of a policy review following the discussions around the current policies at the last Board meeting.

4. UPDATE ON OTHER ACTIVITIES

- 4.1 The External Reference Group advising on our Outcomes Measurement Framework held its first meeting in June, with strong endorsement of the Trust's progress in developing 'thought leadership' of potentially wider relevance to public policy in Government and the third sector. Follow-up actions with Public Health England, HLF's Research and Measurement team and the Cabinet Office are being progressed. We have met with Sport England to explore the alignment with their outcome priorities, and New Philanthropy Capital have also offered to help promote our OMF work through their programme of seminars.
- 4.2 The Trust has continued to engage with Defra on the implementation of the Water Act 2003. **Commercially confidential material removed**
- 4.3 We have also continued to pursue changes to the application of the Housing and Planning Bill, which received Royal Assent in May, and met with officials from DCLG to discuss our concerns regarding the introduction of a new consent regime, Permission in Principle (PIP) on 13th June. **Commercially confidential material removed**
- 4.4 Our Northern Powerhouse Prospectus has been shared with Hull City Council's chief executive as well as Leeds, and meetings are being arranged with Manchester, Liverpool and Sheffield as well as a follow-up meeting with Transport for the North's chief executive. **Commercially confidential material removed**
- 4.5 Meanwhile we have continued to input to the devolution agenda, through active engagement in Manchester (with the GM Spatial Framework and Transport Strategy) as well as Birmingham (the nascent 'Midlands Engine') and Sheffield.
- 4.6 **Commercially confidential material removed**

RICHARD PARRY
Chief Executive
July 2016



ORGANISATIONAL KPIs AND TARGETS FOR 2016/17

Mission Critical Measures	Reporting Frequency	May Actual	May Target	Forecast 2016/17	Target 2016/17	Actual 2015/16
Number of principal assets in Condition D or E (requirement to be below 23% threshold)	Quarterly	not due	15.0%		15.0%	13.8%
Annual total return on our endowment portfolio (to exceed market benchmark)	Bi-annually			8.47%	7.70%	12.4%
Annual total return from non-property investments (to exceed market benchmark)	Quarterly			6.00%	6.40%	0.0%
% of prompted people (living in close proximity of a waterway) that are aware of/recognise the value of their local waterway	Bi-monthly	TBD	TBD		TBD	
% of people surveyed who are aware of the Trust - 'brand awareness' (over last 12 months)	Bi-monthly	29%	30%		33%	29%
Nº of individual visitors to our waterways in a typical two week period (over last 12 months)	Bi-annually	4.4 m	4.4 m		4.75 m	4.4 m
Customer satisfaction rating of visitors and towpath users (linked to visitor experience)	Bi-monthly	83%	83%		85%	83%
Nº of adoptions of our waterways (each adoption scheme roughly equates to 1 mile)	Bi-monthly	153	153		180	147
Nº of Volunteer Hours per annum	Bi-monthly	59,251	58,000		520,000	481,700
Volunteer satisfaction / recommendation % ratings	Bi-annually	not due	90%		90%	89%
Other Measures and Government Contractual Obligations	Reporting Frequency	May Actual	May Target	Forecast 2016/17	Target 2016/17	Actual 2015/16
Public Safety: % of reported safety incidents attributable to the Trust's assets (infrastructure, facilities & equipment)	Bi-monthly	11.0%	7.5%		7.5%	7.8%
Employee, Volunteer and Contractor Safety: RIDDOR Accident Frequency Rate (accidents per 100,000 hours)	Bi-monthly	0.30	0.25		0.25	0.34
Customer satisfaction rating of boaters	Annually	not due	70%		70%	68%
Nº of days of unplanned closures to navigation within our control (individual instances over 4 hours)	Bi-monthly	57	56		570	630
Nº of days of unplanned closures to navigation within our control (individual instances over 48 hours)	Bi-monthly	42	50		500	556
Non-investment income to grow by more than CPI plus 1% (on a three year rolling basis)	Bi-monthly			1.36%	1.30%	3.27%
£ million secured from restricted statutory and voluntary funding, philanthropic and individual giving and contributions in kind	Bi-annually	£3.3m	£2.7m	£23.9m	£16.0m	£14.8m
Support Costs share of Total Cost	Bi-monthly	13.6%	13.7%	12.1%	12.8%	12.7%
% of employees engaged per employee engagement survey	Bi-annually	not due	45%		45%	40%
Nº of active Friends attracted and retained, regularly donating	Bi-monthly	17,085	17,113		22,500	15,800
Nº of children participating in face to face 'Explorer' educational sessions	Bi-monthly	8,312	8,000		70,000	63,944
Towpath Condition % at Grade A - C (requirement to be above 60% threshold)	Annually	not due			78.0%	78.42%
Flood Management - % of principal culverts/ embankments in Condition grades A - C (requirement to be above 96% threshold)	Annually	not due			98.5%	98.56%

Green indicates that the KPI is ahead of target

Yellow indicates that the KPI is behind target

Red indicates that the KPI target cannot be achieved



Strategic Programmes Review for Trustees July 2016

A total of 35 Strategic Programmes have been identified for 2016/17, 1 of which will not commence until later in the year and milestones not yet formally agreed. Milestones for the remaining 34 programmes have been agreed and progress reviewed against each in detail.

The table below shows the overall status of the Programmes.

Summary of Overall Programme Status

	Overall Status (N° of Programmes)
Red	0 (0%)
Amber	3 (9%)
Yellow	5 (15%)
Green	26 (76%)
TOTAL	34

Attachment to this Appendix sets out the status of each individual Programme. **3** Programmes have been given an **AMBER** status for the following reasons:

- 02-SP16/17 - Direct Services Priority Works – fewer outcomes have been delivered to date than planned due to reasons including arising higher priority works and model based, indicative estimates being lower than actuals. On site estimates will be completed by the end of July and the Executive is considering the most appropriate way of monitoring an ever changing programme to reflect arising works. This Programme will therefore be fully defined by the next review.
- 14-SP16/17 - New Mooring Policy & Mooring Strategy Programme – work to develop a pilot premium, pre-bookable short-stay mooring scheme has been undertaken. Through this a requirement for additional research has emerged, along with a need to enable appropriate consultation to be undertaken and ensure provision of alternatives in advance of implementation. As a result of this increased scope it is felt to be necessary and appropriate to delay the implementation of the pilot. As there is little merit in running such a pilot over the winter months this will be delayed until the spring. To ensure delivery by the end of March 2017 a significantly limited version of the originally envisaged pilot will be undertaken. All other work streams remain on target as planned.
- 28-SP16/17 – Organisational KPI Development Programme – the Executive is currently reviewing the scope and emphasis of one of the 6 work streams which make up this Programme and finalise the Programme milestones accordingly. This will be complete in advance of the next review. All other work streams within the Programme remain on target.

5 Programmes have been given a **YELLOW** status, which means there is a slight delay against planned milestones and these will be back on track imminently with no anticipated impact on the overall Programme delivery.

Strategic Programmes: Overall Programme Status as at 30 June 2016.

Programme Ref No	Programme Title	Current Status
01-SP16/17	Revised Asset Management Strategy and New Asset Condition Index	Green
02-SP16/17	Direct Services Priority Works Programme	Amber
03-SP16/17	IDT Priority Projects	Green
04-SP16/17	Dredging Programme	Yellow
05-SP16/17	Flood Repair Programme	Yellow
06-SP16/17	Operational Contracts Programme	Green
07-SP16/17	Operational Property Review and Accommodation Strategy	Green
08-SP16/17	Investment Strategy Delivery	Green
09-SP16/17	Brand Development and Positioning	Green
10-SP16/17	Destination Development Plans & Accreditation Programme	Yellow
11-SP16/17	Full Accreditation for Museums awarded by Arts Council & Museums Development Programme	Green
12-SP16/17	Signage Roll-out Programme	Yellow
13-SP16/17	Volunteer Journey Programme	Green
14-SP16/17	New Mooring Policy & Mooring Strategy Programme	Amber
15-SP16/17	Customer Relations Management Strategy & Implementation	Green
16-SP16/17	Transformation of Complaint Management Programme	Green
17-SP16/17	Local Partnerships & Customer Service Improvements Programme	Green
18-SP16/17	EA Navigations Transfer Options Project	Green
19-SP16/17	Fundraising & Enterprise Programme	Green
20-SP16/17	Development & Implementation of Productivity Performance Measures	Yellow
21-SP16/17	Growing Our Trust / Investors in People / Culture Change	Green
22-SP16/17	Organisational Development Programme	Green
23-SP16/17	Employee brand programme including recruitment and induction	Green
24-SP16/17	Diversity Strategy and Measurement	Green
25-SP16/17	Phased Implementation & Reporting of Approved Outcomes Measurement Framework	Green
26-SP16/17	Implementation of Pension Scheme changes	Green
27-SP16/17	IT Resilience Project	Green
28-SP16/17	Organisational KPI Development Programme	Amber
29-SP16/17	Devolution Engagement & Positioning Programme	Green
30-SP16/17	DCLG Green Flag Award® scheme	Green
31-SP16/17	Learning & Interpretation Strategy & Learning Programme	Green
32-SP16/17	Combined Delivery Programme for Funded Community Initiatives	Green
33-SP16/17	Apprenticeship and heritage trainee programme	Green
34-SP16/17	Operational Delivery & Efficiency Model	0
35-SP16/17	Joint Ventures Programme	Green

APPENDIX 3: HEALTH & SAFETY REPORT

Report by the Director of Asset Management

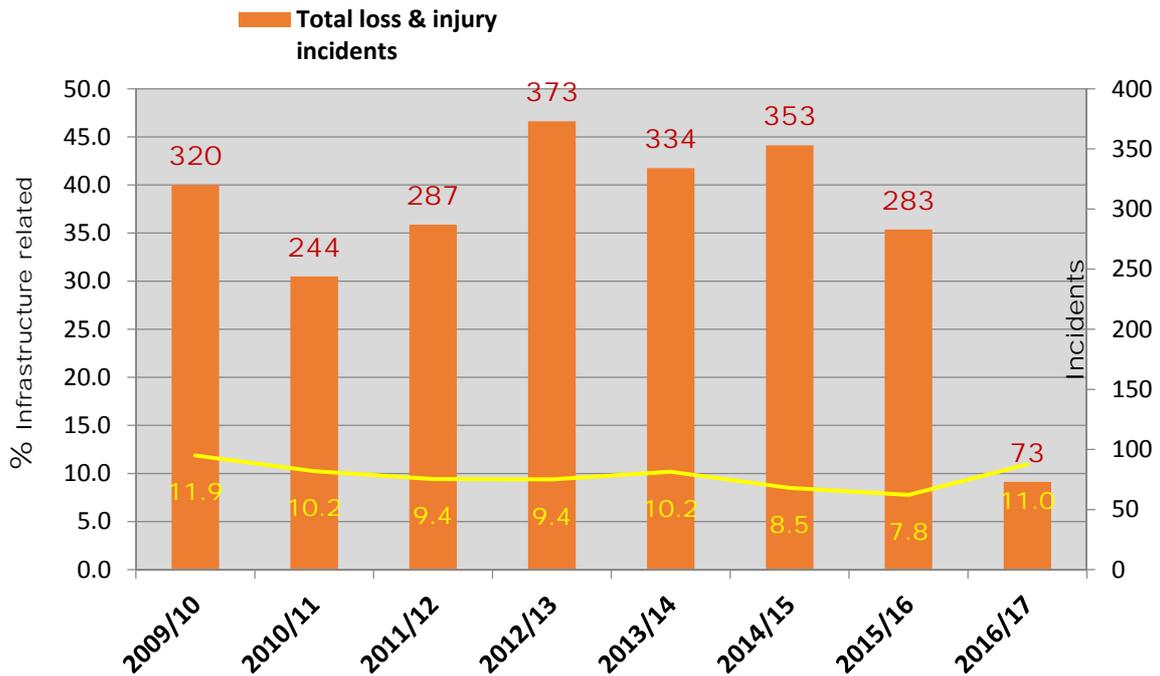
1. INTRODUCTION

- 1.1. This report covers the period of April and May 2016. The report covers Visitors, Employees, Volunteers and Contractors.

2. VISITOR SAFETY

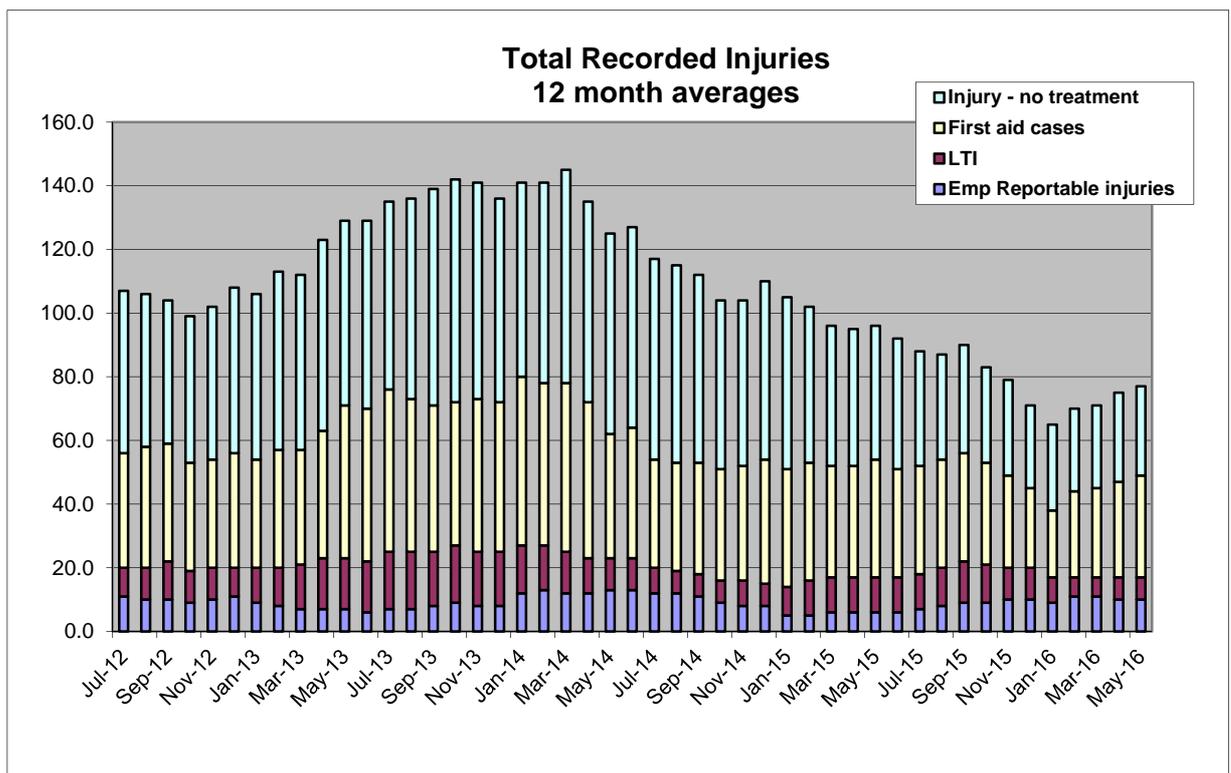
- 2.1. There were 11 fatalities in April and May on our property. As reported to the Board's special meeting in June, this includes a fatality which occurred at Pontcysyllte Aqueduct on 31 May when an 18 year old male fell from the outside of the aqueduct railing in the early hours of the morning. During the incident, a single upright from the parapet was dislodged. Police initially investigated and quickly handed the investigation to HSE. On the day of the incident the Trust conducted a safety inspection and made a temporary repair, re-opening the aqueduct to visitors later that day. Preliminary investigation by HSE resulted in an Improvement Notice being served, indicating that the Trust had failed to take all reasonably practicable measures to ensure the safety of railing. The Trust has conducted a number of inspections and tests of the railings since the incident, and has taken independent expert advice, and is confident in the safety of the railing to withstand any normally imposed loading by visitors to the Aqueduct, and in the suitability of its inspection regime.
- 2.2. The Trust believes there has been no breach of safety legislation, and has formally appealed the notice, as agreed with the Board. The date of the Tribunal at which the appeal will be heard (appeals against HSE enforcement notices are heard at Employment Tribunals) is at present unknown but is likely to be in around 3 months' time. Until the outcome of the appeal the notice is suspended. The Inquest into the fatality is also expected in around three months' time and the Trust has declared itself an interested party.
- 2.3. Infrastructure related issues:
- 2.3.1. During the period there was 1 reportable visitor incident, at Pontcysyllte as described above. The analysis of incidents involving members of the public reported during April and May 2016/17 indicates 73 incidents were reported where loss or injury occurred, of which 8 incidents were related to infrastructure (11%). The details are:
- **4 pedestrians injured** – from towpath related defects
 - **3 boaters injured** – 2 slipped on pontoons, 1 fell from quadrant, balance beam longer than the quadrant
 - **1 boat hung-up** - At Hurleston lock on bulge in lock wall

2.3.2. The following chart shows the trend in Infrastructure related injuries and incident type:



3. EMPLOYEES

3.1 The chart below shows the 2 year trend in the number of all reported employee injuries. Although there is an increase in cases during 2016 the overall trend is positive; several of the recent cases have originated from our visitor attraction catering which is being responded to with local safety refreshers.



3.2 Riddor incidents recorded in this period

There was one incident involving a loss of more than 7 days of work time; on 29 April, a construction operative in the Direct Services south team was climbing down into the crane boat 'Sence' and caught his leg on the cover for the donkey engine which resulted in a cut to his leg. 20 butterfly stiches were applied. He was entering the boat at the front and was proceeding to the stern catching his leg on the covers that were placed partially under the deck boards. A review of the lay-out of the boat to ensure safe storage of the covers is being undertaken.

4. OCCUPATIONAL HEALTH

4.1. The new occupational health provider, Medigold, has taken over provision of medical services to the Trust and the occupational health screening is underway

5. VOLUNTEERS

5.1. In the period there has been no reportable volunteer injury in the period.

6. CONTRACTORS

6.1. In the period there has been 1 reportable contractor injury. On 8 June, at Stourton Wharf in Leeds, an Arcadis sub contractor undertaking ground investigation works injured his wrist whilst handling a drill casing, resulting in an lost time injury of over 7 days.

7. OVERALL SAFETY PERFORMANCE

7.1. The Accident Frequency Rate per 100,000 hours worked (AFR) is our main safety performance indicator and the table below shows AFR rolling over the past 12 months for each component of the Trust's workforce - employees, contractors, and volunteers. The target overall performance for 2016/17 is an AFR of 0.24. Following a significant improvement in 2014/15 there was an increase in the number of employee Riddor reportable injuries in 2015/16, although no single root cause has been identified. Our focus is on ensuring greater awareness of the working environment and safety behaviour of our employees and volunteers.

CRT People	AFR	Number of Injuries	Target AFR
CRT Employees [1800 FTE]	0.28	10	
CRT Volunteers [280 FTE]	0.71	4	
CRT Contractors [630 FTE]	0.16	2	
ALL CRT	0.30	16	0.24

8. Commercially confidential material removed

JULIE SHARMAN
Director of Asset Management

APPENDIX 3: CUSTOMER SERVICE AND OPERATIONS

Report by the Customer Service & Operations Director

1.0 WATERWAYS

1.1 Central Shires Waterway

Plans are underway to merge the waterway team with those teams adjacent, reducing the number of waterways and partnerships to 10.

1.2 Waterway Programme Planning

Implementation of a reduced planning and task allocation system has now commenced with technical aspects being carried throughout the summer. The new refined and proportionate process will launch at the beginning of October.

1.3 **Commercially confidential material removed**

1.4 Customer Service Project Status

The list of customer service projects has been reviewed, taking a more realistic view of impact and deliverability. The list now contains high impact and challenging projects which will achieve significant customer service improvements this financial year.

1.5 Bridgewater Canal Reciprocal Agreement.

The Bridgewater Canal company (owned by Peel Holdings) has unilaterally changed the way that they are applying and enforcing the reciprocal agreement for boaters' access to the Bridgewater Canal. They have introduced a charge of £40 for boaters returning through the canal within 28 days. Whilst we have achieved some short term concessions for boaters returning from official events (such as the IWA festival in Liverpool) in the short term, this is causing significant comment in the local boating community as it in effects, imposes a charge on boaters wishing to travel across from Cheshire/ Lancashire to Manchester and back.

Commercially confidential material removed

1.6 Green Flag Award

The assessment for the Upper Peak Forest Canal has been completed, and the outcome is anticipated later in July.

1.7 Open Water Swimming

Following extensive discussions internally and with bodies such the Open Water Swimming Association and Triathlon England, a process which will allow more open water swimming in our reservoirs is being developed. This proposed process will encourage authorised participation through Clubs, in partnership with Triathlon England, whilst ensuring that the

risks that this kind of activity brings is managed effectively (pictures: Pendle Triathlon Club at Lower Foulridge Reservoir).



1.8 On-Line Boat Passage Bookings

A new system is being developed to facilitate online Boat Passage Booking for the following 7 sites: Ribble Link, Liverpool Link, Anderton Boat Passage, Standedge Tunnel Boat Passage, Frankton Locks plus Wigan and Ellesmere Dry Docks. Testing will take place in late August / early September with an anticipated launch at the end of September, allowing customers to book their passages up to 2 years in advance.

1.9 Waterway Signage

128 sites have been audited and will be re-signed by April 2017, with a total budget of over £300k.

1.10 Share the Space

During the week commencing April 11th there were 13 Share the Space events across the waterways. The campaign for 2016 focuses on the theme of manners, with another set of events/publicity programme between 12-18th September.

2.0 PARTNERSHIPS

The Partnership Chairs' quarterly forum took place in early June with an update and discussion on volunteering, education, angling and youth strategy provided by Caroline Killeavy. **Commercially confidential material removed**

3.0 VOLUNTEERING AND YOUTH ENGAGEMENT

3.1 Volunteering

A number of new members have been recruited into the Volunteer Advisory group, who are as follows;

- Maryanne Burton – Head of Volunteering, British Red Cross
- Dame Hilary Blume – Director, Charities Advisory Trust
- Rebecca Steward – Head of Volunteering, Age UK

The Volunteering team are participating in research being undertaken by Kings College London 'Understanding Effectiveness in Volunteering Roles'. The research will examine a variety of third sector organisations and their understanding and approach to effectiveness of volunteering activity. The Trust will have access to the full findings of the research early 2017.

3.2 Education and Young People

In April, Explorers launched the Canal & River Challenge Badge with Girl Guiding Birmingham. The badge, which is aimed at Rainbows, Brownies and Guides, challenges girls to complete six waterway themed activities in order to achieve the badge, and is now available for sale on our website and Girl Guides across the country can complete it.



The Education team is planning a nationwide schools competition called Corridor for Nature. Schools will be encouraged to identify canal habitats and plan to re-create them and the winner will have their design built in their school. We are hoping to encourage over 300 schools to enter the competition, with the aim of increasing awareness of the Explorers programme and building a database of named teachers for future promotion. This programme is funded by People's Postcode Lottery.

3.3 Youth Engagement

The Government recently announced increased investment into the National Citizen Service youth social action programme. Our relationship with National Citizens Service Trust and their regional/ local delivery partners has developed significantly over the last 12 months with over 3000 hours of NCS youth social action facilitated by the Trust in the last year. Planning is underway to increase this activity.

40 volunteers and staff participated in three consultation events to gather the basis of a Youth Engagement strategy, to be finalised before the end of the summer.

The Trust has become an Approved Activity Provider for the Duke of Edinburgh's Award, becoming a nationally recognised provider of opportunities for the Volunteering element of the award at all levels.

3.4 Safeguarding

In April the roll out of the 'Introduction to Safeguarding' eLearning module began. To date 460 staff have completed the online training. Feedback from staff attending the first workshops has been very positive, and the training will be extended to volunteers later in the year. Guidance for line managers is being developed to ensure sensitive handling of staff/ volunteer disclosures of historical abuse which may be prompted by the training.

A new Volunteer Criminal Record Risk Assessment process has been agreed and implemented across the Trust. This will enable fair, consistent recruitment decisions to be made in the content of the risks involved, and builds on the guidance that existed previously. In addition, in future, direct volunteer applications from an individual with an unspent criminal

conviction for serious offences (including anything of a violent or sexual nature) will be refused.

A small team of Trust managers visited The Scouts Association HQ in June to view the safeguarding processes and systems in place there. Amongst the many helpful discussion topics with the Association's Head of Safeguarding were the preparations underway for the Goddard Enquiry, risk assessing volunteers with criminal records and the Scouts approach to record keeping.

3.5 Fisheries & Angling

Over 20 angling 'taster' events are being organised with Angling Club partners to celebrate and promote National Fishing Month (23rd July to 29th August).

4.0 BOATING

4.1 Continuous Cruisers - Equality and Adjustment

Commercially confidential material removed.

4.2 Boater Engagement

Commercially confidential material removed

4.3 London Mooring Strategy

The London Mooring Strategy project group consulted with a wide range of London boaters and user groups regarding the London Mooring Strategy at a positive meeting in June, with plenty of ideas and thoughts shared, including the London branch of the NBTA who seem keen to be involved. It is anticipated that the project will address the lack of boater facilities, long and short term moorings.

4.4 Boat Licensing and Off-Line Marinas

Commercially confidential material removed

Commercially confidential material removed.

4.5 Customer Services and Licensing

Boaters are increasingly using the web to self-serve, now exceeding postal and calls to customer services. New reporting systems have been implemented to monitor our phone service contractor's performance and these are driving improved performance for customer call handling. Average customer call wait time is now two minutes with 50% of calls answered within 30 seconds, a 20% improvement since April, in part due to reduced call volumes due to greater use of the website for customer self-service.

5.0 MUSEUMS

5.1 Gloucester Waterways Museum

The Collection is in the process of being returned in preparation for new interpretation of galleries to open to the public on 29th July. A VIP opening is being planned for spring 2017 on completion of entrance lobby, the final part of HLF project. Accredited conservator, George Monger, has completed a Conservation Management Plan for the ongoing care of the SND No.4, steam dredger, located next to the museum. We are now working with the volunteer team to implement the plan.

5.2 National Waterways Museum, Ellesmere Port

The new support and cover for Mossdale was successfully completed in June, a big step forward in ensuring the care and conservation of one of the most important boats in the collection. The 40th Anniversary exhibition opened successfully, and was celebrated with a well-attended celebration lunch for founding volunteers. The official weekend (3/4 July) saw the new HLF-funded window on the world exhibition open – with new augmented reality displays bringing the Slipway (long neglected) back to life. Historic Working Boat ‘George’ will be returned to water on 12th July following refurbishment and will spend summer engaging with schools and communities before returning to Ellesmere Port at the end of October.

6.0 LOCAL COMMUNITY ACTIVITY

6.1 Examples of recent community activity are set out below

The Feast – Birmingham

The Feast, a Christian charity based in Birmingham who work to promote community cohesion, adopted the Grand Union canal around Bordesley Junction to including the Camp Hill Lock Flight.

The group has already engaged in a number of tasks aimed at improving the waterway to combat the negative image many of the local residents have about the canal. They hope to renovate the service block area, by cleaning, tidying, repainting, weeding and planting. 70 local community residents have been involved so far.



Street Art Gallery - Friends of Warwick Bar, Birmingham

The Grand Union Canal in Digbeth, like many urban canal lengths, suffers heavily from unsightly graffiti and vandalism. This project is a creative solution to this, working with local street artists to replace tags and graffiti with street art and commissioned graffiti art. We have also commissioned artists to produce a ‘welcome to Birmingham’ artwork and other new art at various locations around the city currently blighted by graffiti.



The Tees Wild Garden

Using funding secured through Big Lottery a wild garden and dipping pond has been created on an area of waste land, tackling the lack of local amenity/recreational space across Stockton. 5 full skips of rubbish clearance and a great deal of volunteer work has resulted in a defined path, new seating area and a wild flower meadow on this once derelict site. This project will allow for further engagement with visitors particularly families to the Barrage.



The Barrage North Pavilion

Since the construction of the Barrage in 1995 the north Pavilion has stood empty. Over the last year the building has been transformed by the local team and now houses a welcome station and new community room that is well used by visiting schools and community groups. Apprentices from Groundwork will be based in the Pavilion from this month.

Saxilby Community Partnership - Lincoln

Recently formed relationships with a local neighbourhood development forum has led to increased involvement by the community. Saxilby & District History Group agreed to contribute towards the upkeep and improvement of existing interpretation panels as part of the wider programme of improvements that the community and local team identified. Three new interpretation panels and leaflet dispenser have been installed, in addition to a community clean-up day involving 26 participants, organised in partnership with local Guides & Brownies.



Nature in Mind - Nottingham



Working in partnership with Nature in Mind, an eco-therapy project delivered by Framework Housing Association, the waterway team in Nottingham have been supporting people with mental health problems, promoting well-being and recovery through engagement with nature-related activities. Representatives of the group expressed an interest in getting more involved with their local waterways, having previously carried out walks and cycle rides. A series of taster activities have been offered – so far the group has been involved in the “Helping Hedgerows” project on the Grantham Canal, enjoyed a guided heritage walk and carried out an OPAL biodiversity survey along the Erewash Canal. The group will also be doing art workshops with the aim of exhibiting work at the forthcoming Nottingham Canal Festival.

“I think the group really enjoyed being by the water.” (Jon Berry, Nature in Mind co-ordinator)

Dry Stone Walling Community Partnership - Lancs

Trust donations have facilitated a new community partnership. £44k was used to help the local community rebuild over 200m of dry stone walling with partners Redrose Recovery, Friends of Greenberfield Locks and Barnoldswick in Bloom all working together.



Community Partnership in Action at Audlem

During National Volunteering week, volunteers at Audlem have tried a new integrated approach to improving the canal. Three different groups of volunteers, including a garden adoption and staff from Network Rail, worked together to resurface 200m of towpath and re-paint 4 Locks on the Audlem flight, all key actions within the Destination Management Plan.

Ian Rogers

Customer Service and Operations Director

APPENDIX 5: ASSETS REPORT

Report by the Director of Asset Delivery

1. Introduction

1.1 This appendix provides an update on the Asset repair and works programme.

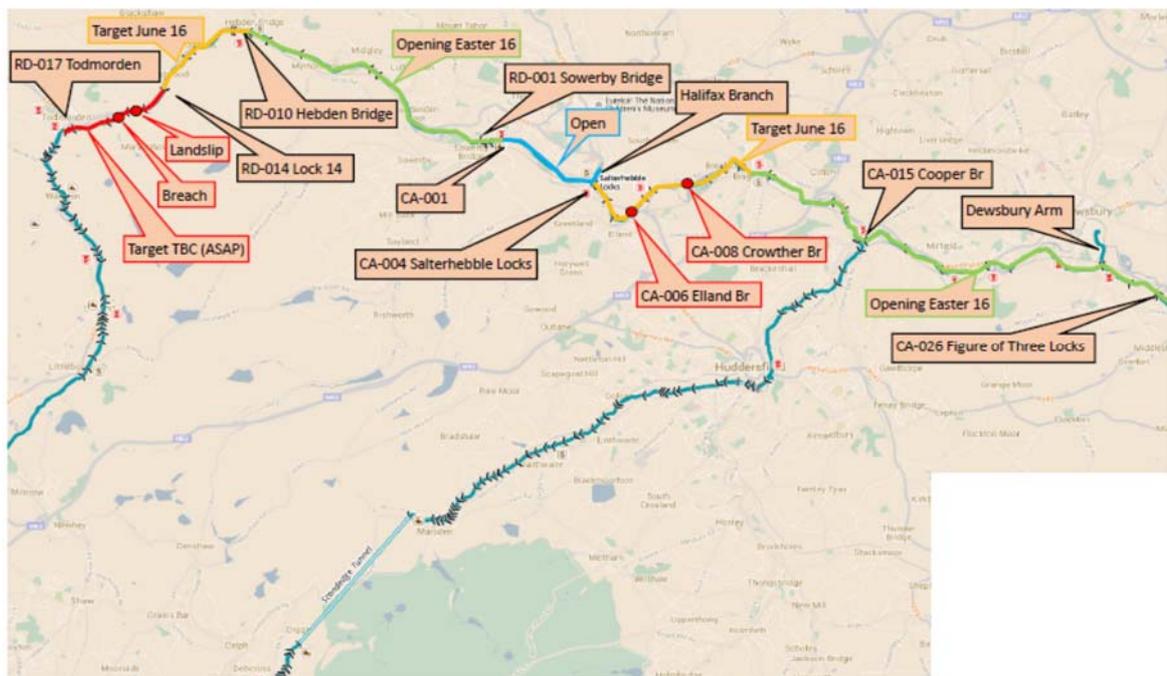
2. Flood Response Update

2.1 Work to deliver the recovery programme continues to progress in accordance with the plan.

The section between Hebden Bridge and Lock 14 was reopened at the beginning of June as planned with work continuing on dredging and the towpath and waterway wall near lock 12 with the navigation open

- Lock 14 to Todmorden – end of September 2016;
- Salterhebble Locks to Cooper Bridge – opened 4th July 2016

The map below shows the area concerned with the colour code reflecting this programme.



3. Progress Update

At Elland Road Bridge the permanent pile installation is now complete with the pile caps, base slab and concrete abutments work now underway. Navigation was opened on 4th July 2016. Crowther Bridge has been fully demolished and propriety works are ongoing to facilitate the permanent construction works with navigation also restored on the 4th July. With the canal open at these two bridges the Rochdale Canal is open east of lock 14 and the Calder and Hebble is fully open. A stoppage will be required in November to complete work to underwater elements of both bridges but the canals will remain open until then.



Elland Road Bridge – Installing permanent bridge foundation piles

Information boards have been fixed to the hoardings along the temporary pedestrian bridge at Elland Bridge and at the Crowther Bridge site, to tell the story of the floods and the repair works being undertaken by the Trust.



Work to repair the embankment breach east of lock 14 on the Rochdale, which includes weir rebuilding and wash wall repairs, continues on plan with no major issues and is on target for completion on 18th August.



Embankment 19 Breach Repair – access road being constructed to breach location

The outline design has been completed for the slip at cutting 17 on the Rochdale Canal, with a sheet pile solution, subject to final design and stability assessments, being the preferred solution to the temporary repair. Installing the sheet piles (estimated to be 15m long) in this location, with the poor ground conditions, is a technical challenge and one that requires detailed consideration with specialist subcontractors visiting site to determine the method. The proposed solution has been designed to open the canal and ensure that the slope and property are not affected but will leave a 3m high sheet pile wall on the offside of the canal. **Commercially confidential material removed.** The planned date for completion of these works is the end of September 2016 when, with completion of the breach repair, the Rochdale Canal will be fully reopened.

4. Waterway Infrastructure Maintenance and Repair (WIMR)

4.1 Priority Projects - IDT

Commercially confidential material removed.

Work is complete at West India Dock where the gates were successfully resteped after pintle repairs and gate refurbishment.

Repairs are now substantially completed at the Elton Reservoir dam reconstruction with the removal of access roads on going and grouting works to the feeder due to start in July.



Elton Reservoir – Completion of works to main embankment

The dredging programme is progressing as planned with dredging underway at Bardney Lock, national spot dredging and Barton Turns on the Trent & Mersey Canal and G&S arsing works at Gloucester lock entrance completed.

Following the discovery of a significant leak in the Palmerston St (Bollington) Embankment, Macclesfield Canal in May the canal was closed and the water removed revealing a number of large holes in the bed. Significant quantities of silt were removed before tons of clay were placed to fill the holes in the bed supplemented by grouting to fill voids in the embankment. Unfortunately following these works further leaks have occurred north of where the repair works were completed but following the placement of 20t of clay and further grouting the leaks have been stopped without the need to close the canal.

4.2 Priority Works – Direct Services

During April and May the Direct Services team, as well as commencing work on the 2016/17 priority works programme, also completed the lock gate replacement projects at Tinsley Lock 2 and Rochdale Canal Lock 13 that had been delayed as a result of the Boxing Day flooding.

In addition to delivering planned works, the teams have also completed a number of reactive emergency repairs to locks that had resulted in navigation closures such as at Lapworth Locks, Aston Lock, Barrowford Lock 46 and Doncaster Lock.

With an increased number of stoppages in this year's programme a series of summer lock stoppages commenced in April with Brades Lock in the West Midlands. This started a programme of summer lock closures where alternative routes are available. Work continues on a number of stoppages across the West Midlands, including Aston Flight; Ryders Green Flight, Rushall Flight; and Walsall Flight. Elsewhere work has started at Thames Lock, London; Standards Lock, Bridgewater & Taunton and at Ellesmere in North Wales & Borders – where an open weekend will take place on 2nd & 3rd July.

The photographs below illustrate the work undertaken during the period:



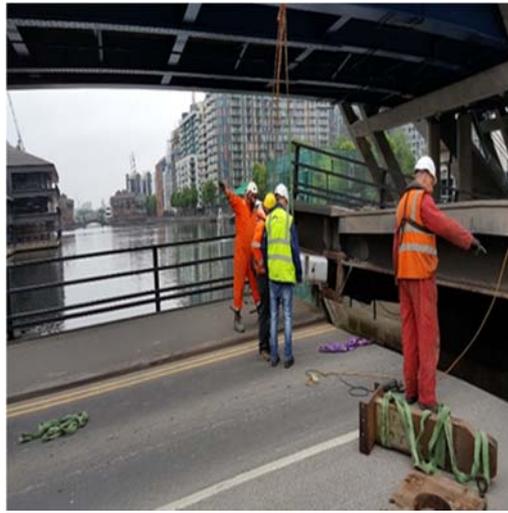
Ashton Canal Washwall Repairs



Thames Lock Stoppage



Aston Lock 2 Stoppage



Millwall Cutting Bridge Repairs



A model boat made by a workshop apprentice being enjoyed at the Crick boat show

4.3 Operational Contracts

Routine maintenance and servicing tasks across the operational contracts programme are on plan with the spring servicing of moving structures and SCADA installations completed ahead of the main boating season.

Essential work to remove vegetation from structures is now being undertaken as routine maintenance across all waterways to prevent damage to structures and avoid more significant repair works with delivery ahead plan with 902 structures cleared during May.

Due to the favourable weather during April and May it has been possible to undertake an increase in work to control invasive plant species, most notably in SWS and M&P.

During the reporting period the Waste Contractor, Biffa achieved a total of 74% of all the waste generated diverted from landfill from a total waste production of 1033 tonnes. 9% of all the Trust's waste collected by weight 92 tonnes was separated at source into segregated recycled materials across 140 Trust managed sites.

The current target for landfill diversion is a minimum of 50% with the aim of achieving 90% diversion by the end of March 2020.



Brookfoot Lock Lobby Repairs, Property Maintenance Term Contract, Vinci

SIMON BAMFORD
Director of Asset Delivery

APPENDIX 8: HUMAN RESOURCES REPORT

Report by the Acting Head of Human Resources

1. INTRODUCTION

This is the HR report for the period to the end of June 2016 setting out an overview of the Trust's performance and key activities relating to its people and organisation.

2. EMPLOYEE ENGAGEMENT / GROWING OUR TRUST

Recent recruitment of new people champions was successful and we now have 68 across the Trust including wider representation from our operational teams. New people champions were inducted at the end of June, where they joined with the existing PCs.

There has been an increased focus on internal communications with a cascade of a short video and leaflet reminding individuals of the purpose of GoT and 'You said, we did'

During June we have run our annual employee survey to gauge engagement levels across the Trust. In order to be ready to take action to respond to the outputs we have created a Growing Our Trust Line Managers' Toolkit which will be rolled out in July to support managers in having local conversations and encourage team and individual contributions to create and own their local action plans.

3. JOB EVALUATION

Job Evaluation has been placed on hold pending the arrival of the new HRD. This has now been communicated across the Trust. Work is ongoing to complete 'new format' job descriptions for each role in the Trust by October 2016.

4. LEADERSHIP DEVELOPMENT

Denison Williams, a Leadership Development consultancy, ran a two day Leadership Development Session with the Executive team in early June. The sessions scoped effective leadership behaviours and cultural aspirations in order to deliver our strategy. Going forward there will be further sessions to focus on developing a wider Leadership model to be embedded across the Trust.

5. INDUCTION

The second Corporate Induction event was held on 29th June at the Anderton Boat Lift with 34 attendees who again gave very positive feedback.

6. PENSIONS CHANGES

Roadshows have been taking place across the Trust to explain the new DC scheme which will commence in September. Feedback from the sessions so far has been good, with 1075 employees signed up to attend one of the sessions during June and July; nearly 400 employees have attended the 8 roadshows held so far. We are on schedule to contractually enrol all our employees into the new DC scheme on 1st October. A collective agreement has been signed by the Unions and all employees have been written to explaining the process. The 314 employees not in any scheme currently have been written offering options to discuss the scheme in more detail; some are known to have attended the first roadshows.

7. PAY AWARD 2016

We have finalised our discussions with trade union representatives concerning the annual pay award, and their members voted to accept the Trust's offer. A 1% pay increase was implemented, from 1 July 2016, for all staff employed by the Trust before 30 September 2015, with a minimum increase of £250 for full-time staff.

8. SENIOR RECRUITMENT

Mike Gooddie has been appointed as new HR Director from early October; he joins from Asda having also worked at GNER, BA, BBC and Shell UK.

Matthew Forrest has been appointed as Head of Fundraising; he is currently Deputy Director of Fundraising at Great Ormond Street Hospital where he has worked for the last 18 years and join the Trust in mid-September. In the meantime Sally Cornish was recruited as interim Head of Fundraising in April and will remain in post until after Matt starts.

9. SUCCESSION PLANNING

Following the outputs of the data gathering exercise in March, we are in the process of developing guidance to support the identification of critical roles, as a starting point, at Senior Manager level, and above. Between now and the Interim Performance Excellence reviews in October 2016 HRBPs will be working within their functions, using the guidance to enable a level of consistency across functions, to develop contingency plans. A methodology and tools to support the identification of high performing individuals is currently in development in preparation for the autumn

Personal Development Planning workshops are due to be implemented across the organisation in the autumn. In preparation for the outputs the OD team will have a suite of programmes available (mostly focused around line manager skills), provide focus on the open access to learning scheme (re branded to Growing our Trust: "growing myself") and a methodology to support teams sourcing appropriate development opportunities.

10. DIVERSITY & INCLUSION

A full audit of our current demographics has been undertaken and there are 133 employees with no diversity data recorded. These employees have been written to, inviting them to complete their information, outlining the context and our commitment to Diversity and Inclusion at the Trust. As part of the Strategic Programmes, a diversity strategy and action plan has been scoped out and a Commitment Statement drafted. Diversity Awareness training has been designed as part of our move towards becoming an inclusive employer which reflects the communities in which it operates. A specific need in London is being followed up as a priority for this training.

11. POLICY REVIEW

Keith Lees was recruited on 1st June for three months to accelerate the work to review the Trust's people policies. He is working to align the policies to our values and behaviours and to ensure congruence with the tone and branding of the Trust externally. They will be externally benchmarked, legally compliant and user friendly in order to aid line management capability to support the cultural journey which the Trust has embarked upon. The ESP (Redundancy) policy has been stripped down and presented to the Unions as a policy for all new starters effective 1st August.

CATHERINE KIRKLAND
Acting Head of Human Resources