



**MEETING OF THE BOARD OF TRUSTEES**

**Items in red are confidential**

Minutes of a meeting of the Board of Trustees (the Trustees) of Canal & River Trust (the Trust) Held on Thursday 23 November 2017 – 08.30 a.m. to 1.00 p.m at Barton Grange Hotel, 746-768 Garstang Rd, Barton, Preston PR3 5AA.

**Present**

Allan Leighton, Chair  
Dame Jenny Abramsky, Trustee and Deputy Chair  
Nigel Annett CBE, Trustee  
Manish Chande, Trustee  
Frances Done CBE, Trustee  
Ben Gordon, Trustee  
Janet Hogben, Trustee  
Sir Chris Kelly, Trustee  
Sue Wilkinson, Trustee

**In attendance**

Richard Parry, Chief Executive  
Julie Sharman, Chief Operating Officer  
Stuart Mills, Chief Investment Officer  
Simon Bamford, Asset Improvement Director  
Sandra Kelly, Finance Director  
Heather Clarke, Strategy, Impact & Engagement Director  
Mike Gooddie, People Director  
Gill Eastwood, Head of Governance, Audit & Risk (minute taker)  
Nicky Wakeford, Head of Marketing & Digital Marketing (Item 17/100 only)

**17/097 APOLOGIES**

Apologies were received from Tim Reeve, Trustee.

**CHAIR'S WELCOME AND REMARKS**

The Chair welcomed all attendees to the meeting.

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

**17/098 REGISTER OF INTERESTS AND DECLARATION OF INTERESTS IN ANY MATTER ON THE AGENDA**

The attendees declared interests and set out in **Information Report Trust306**.  
No further declarations of interest were made.

**17/099 MINUTES AND SCHEDULE OF ACTIONS**

The minutes of the Board of Trustees meetings held on 22 September, Conference call held on 17 October and by email held on 2 November 2017 were approved.

## **Summary of actions arising from Board Meetings**

All matters arising were in hand or on the agenda.

### **17/100 Brand Development [Trust307]**

RP and NW presented **Trust307 Brand Development** which provided the final recommendation for the proposed new Trust branding. It was noted that branding sub-group of Trustees formed at the September board meeting had met and agreed to make final recommendations to the Board.

The Board agreed the final recommendation for the brand / visual identity and that all relevant branded material will be prepared further for a full launch early in 2018.

### **17/101 Strategic Review of Risk and Risk Management Arrangements [Trust308]**

RP presented his confidential paper **Trust308 Strategic Review of Risk and Risk Management Arrangements**, which had been circulated a couple of weeks before the meeting. The report enables the Board to undertake a strategic review of risk, to challenge management and to identify anything that might be missing. The Board should also determine the high-level tolerance for risk which will then be included in the next Annual Report and Accounts. It was noted that Trustees have reserved the following matters:

- Ensure there is an effective risk management and internal control framework;
- Set the high-level tolerance for risk, with ownership of the Corporate Risk Register.

FD as Trustee and Chair of the Audit & Risk Committee (ARC) explained that ARC looked at high level risks at each meeting. Based on the work done at the ARC meetings, the ARC was confident that management took risk seriously and the papers presented were up-to-date and meaningful. The ARC undertook deep dives of key risks and these were extraordinarily helpful.

The Board concluded that it was satisfied that the overall approach to risk management continues to be appropriate.

### **17/102 Long Term Financial Model [Trust309]**

SK introduced her report **Trust309 Long Term Financial Model** which gave some background to the long term financial model and explained the content of the presentation given at the meeting.

The Board noted the output from the model and that the first years were adopted for the purposes of setting the financial “shape” for the B17 business plan.

### **17/105 Waterway Partnership: Revised Governance Documents [Trust312]**

RP introduced report **Trust312 Waterway Partnership: Revised Governance Documents** which asked the Board to recommend for approval by the Appointments Committee some proposed governance documents as presented relating to Waterway Partnerships.

The Board recommended the following documents for approval by the Appointments Committee,

- Waterway Partnership Terms of Reference
- Job profile for Waterway Partnership Chair
- Job profile for Waterway Partnership Member.

**17/106 Independent Review of the Board: Final Report [Trust313]**

RP introduced **Trust313 Independent Review of the Board: Final Report** which gave a collation of recommendations and observations in the final report by the independent consultant which had been earlier circulated to Trustees. The summary is to help Trustees formulate any next steps.

The Trustees discussed the report which in general was felt to be a clean bill of health.

**17/107 Proposal for an Independent Review of Council [Trust314]**

RP the report **Trust314 Proposal for an Independent Review of Council** which sought Board agreement that we undertake an independent review of the operation of Council.

The Board approved the proposals.

**17/108 Governance Report [Trust315]**

GE presented **Report Trust315 Governance Report** and drew the Trustees' attention to various matters affecting the governance of the Trust.

Following discussion, the Board agreed to:

- Recommend to DEFRA the reappointment of Malcolm Naish as Protector for a second 5-year term, with effect from 2 April 2018 **GE**
- Recommended that the Appointments Committee extend the terms of office for the following Waterway Partnership Chairs until 31 March 2018:
  - Peter Matthews as chair of West Midlands Partnership
  - Walter Menzies as Chair of Manchester, Pennine and Potteries Partnership
  - David Hagg as Chair of the South Wales and Severn Partnership
  - Bob Pointing as Chair of the North West Partnership.

The Board also ratified the Partnership member appointments as set out below:

- Joe Parkin, North West – 1<sup>st</sup> term, appointed for 2 years to 7 November 2019
- Audrey Smith, North West – 3<sup>rd</sup> term, appointed for 3 years to 14 November 2021.
- Mike Macklin, North West – 3<sup>rd</sup> term, appointed for 3 years to 14 November 2020
- Graham Fisher, West Midlands, 3<sup>rd</sup> term, appointed for 2 years to 14 November 2019.
- Len Cresswell, West Midlands, 3<sup>rd</sup> term, appointed for 1 year to 14 November 2018
- Nick Mead, North West – 2<sup>nd</sup> term, appointed for 3 years to 14 November 2020.
- Peter Jordan, North West – 2<sup>nd</sup> term, appointed for 3 years to 14 November 2020

- Roger James, London – 2<sup>nd</sup> term, appointed for 2 years to 20 November 2019.

#### 17/110 Chief Executive's Report [Trust317]

The Board noted the **Chief Executive's Report Trust317** and the appendices which had been prepared by the Executive Directors.

Matters discussed in relation to the Chief Executive's report included:

- Transfer of EA navigations: The Trust's position is now formally on record. We await Defra's response
- The Trust's Performance against KPIs is reasonable:
  - the recruitment of friends remains behind target. The responsibility for this area has transferred to the Chief Investment Officer.
  - The mixed pattern on visitor numbers continues.
  - We have had no reportable injuries for four months, a good performance

In relation to **Appendix 3 Health & Safety Report**, JS explained that this was in a revised format to make the key issues easier to identify.

JS drew attention to the fact that the independent expert appointed by the Coroner to investigate the death at the Pontcysyllte Aqueduct has not contacted the Trust.

JS drew attention to the fact that Hand Arm Vibration Syndrome is a risk for the Trust, hence the current occupational health screening which is described in her report.

In relation to **Appendix 4: Operations Report** JS highlighted various items in her report including shortage of water resources, the London mooring strategy, potential Basingstoke Canal acquisition, a recent incident at Anderton Boat Lift and the closure of Lock 15 at Marple Lock Flight. It was noted that there no risk to safety at the Anderton Boat Lift and no negative feedback.

In relation to **Appendix 5: Asset Report** SB highlighted Lock 15 at Marple Lock Flight as well as the winter stoppage programme and the footpath programme.

In relation to **Appendix 9: Policy and Planning Report** HC also highlighted the current work on abstraction licensing and thanked Nigel Annett Trustee for jointly hosting a recent launch of the Outcomes report in Cardiff.

#### 17/114 AOB

There were no matters arising under AOB.

#### 17/115 Close

Date of the next meeting – Thursday 25 January 2018 (West Midlands – Coventry).

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

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Chairman

**CONFIDENTIAL ADDENDUM REDACTED**



**Items in Red Confidential**

## **STRATEGIC REVIEW OF RISK AND RISK MANAGEMENT ARRANGEMENTS**

**Richard Parry, Chief Executive**

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### **1 PURPOSE**

- 1.1 We have an annual strategic review of risk and risk management arrangements at each November Board meeting. This paper enables the Board to undertake that strategic review and to determine the high-level tolerance for risk which will then be included in the next Annual Report and Accounts.

### **2 KEY POINTS**

- 2.1 The Board has reserved for itself the following matters relating to risk:
  - 2.1.1 Ensure there is an effective risk management and internal control framework;
  - 2.1.2 Set the high-level tolerance for risk, with ownership of the Corporate Risk Register (CRR).
- 2.2 The Audit and Risk Committee is empowered to make recommendations to the Board on the effectiveness of the Trust's risk management and internal control framework.
- 2.3 The Chief Executive presents the CRR and a commentary on the CRR to each meeting of the Audit and Risk Committee, whose role is to challenge and support management's identification and evaluation of risk. In addition, the Audit and Risk Committee carry out a "deep dive" into a specific risk of their choosing at the February and October meetings. In February 2017, the ARC's deep dive focused on Pension Fund Risk. In October 2017, the ARC had two deep dives, namely asset management and legal boating risks.
- 2.4 The Chair of the Audit & Risk Committee has also consulted with fellow Board members on their perceptions of the key risks facing the Trust, which no doubt the Board will take into account when considering this paper.

**3 REDACTED**

**4 REDACTED**

**5 REDACTED**

**6 REDACTED**

**7 REDACTED**



**Items in Red confidential**

## **WATERWAY PARTNERSHIP: REVISED GOVERNANCE DOCUMENTS**

Richard Parry, Chief Executive & Gill Eastwood, Head of Governance, Audit & Risk

### **1 PURPOSE**

- 1.1 The purpose of this report is to ask the Board to recommend for approval by the Appointments Committee some proposed governance documents relating to Waterway Partnerships. The agreement of these documents will enable Trust management to start the recruitment of Waterway Partnership Chairs in time for the March 2018 Council meeting, taking account the findings of the recent review of Partnerships.

### **2 RECOMMENDATIONS**

- 2.1 The Board is asked to recommend the following documents for approval by the Appointments Committee, or otherwise provide comments and suggestions for improvement:

- 2.1.1 the proposed Waterway Partnership Terms of Reference (ToR) **redacted**
- 2.1.2 the proposed Job profile for Waterway Partnership Chair **redacted**
- 2.1.3 the proposed Job profile for Waterway Partnership members **redacted**

- 2.2 - 2.3 **redacted**

**3 Redacted**

**4 Redacted**

**5 Redacted**



Items in Red Confidential

## **PROPOSAL FOR AN INDEPENDENT REVIEW OF THE COUNCIL**

Authors: Richard Parry, Chief Executive and Gill Eastwood, Head of Governance Audit & Risk

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### **1 PURPOSE**

- 1.1 The purpose of this report is to obtain Board agreement that we undertake a Governance review of the operation of Council.

### **2 CURRENT GOVERNANCE FRAMEWORK**

- 2.1 The Trust was formed in 2012 with a carefully designed governance structure to ensure broad involvement and accountability. The key elements are:

- 2.1.1 **The Board of Trustees** is the key body responsible for the governance of the Trust. At any one time, there can be between 8 and 12 Trustees. The Trustees are sought and proposed by the Appointments Committee and appointed by the Council of Members for a term of office. As the Trust is also a company limited by guarantee the Trustees are also the Directors of the Company. The Board appoints the Chair of the Trust.
  - 2.1.2 **The Council of Members** appoints and supports the Board. It is composed of up to 50 members which are co-opted, elected or appointed by different stakeholder bodies for a term of office. There are currently 34 Council members.

### **3 THE NEED FOR A REVIEW**

- 3.1 Early in 2017, we reviewed Waterway Partnerships and we are currently completing a review of the Board. There is more information about both reviews elsewhere on this agenda. It seems sensible, 5 years on from the formation of the Trust, to also review the operation of Council.
- 3.2 We propose therefore to conduct an independent review of Council between December 2017 and June 2018. This will be timely to inform the recruitment, appointment and election of new Council members for 2020.
- 3.3 We have consulted with Council members about whether or not they would support a review of Council via a workshop session at their last meeting in September. Council members expressed considerable support for the review and made several helpful suggestions about what it could usefully cover.

### **4 REDACTED**

### **5 RECOMMENDATION**

- 5.1 That the Board approves the appointment of **redacted**, an independent Governance and Finance consultant to carry out an independent review of the Council, with emerging findings being discussed at the March Council and a final report being presented to the Board in May 2018.



## **GOVERNANCE REPORT**

Gill Eastwood, Head of Governance Audit & Risk

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### **1. PURPOSE**

- 1.1. The purpose of this report is to draw the Trustees' attention to various matters affecting the governance of the Trust.

### **2. RECOMMENDATIONS**

- 2.1. Trustees are invited to:

- 2.1.1. Recommend to DEFRA the reappointment of Malcolm Naish as Protector for a second 5-year term, with effect from 2 April 2018 (Section 4).
- 2.1.2. Redacted
- 2.1.3. Recommend that the Board seeks approval from the Appointments Committee to extend the terms of office for the current Partnership Chairs until 31 March 2018 as outlined in Section 6.
- 2.1.4. Note that the LGA has nominated Cllr Roger Lawrence, leader of Wolverhampton Council, to replace Cllr Simon Greaves on the Trust Council (Section 8).
- 2.1.5. To ratify those Partnership member appointments set out in Section 9.

### **3. TRUSTEES INDUCTION**

- 3.1. Sue Wilkinson and Sir Chris Kelly were appointed to the Board at the 21 September 2017 Council meeting. A general induction session took place on 16 October and Sue and Chris are making arrangements to talk individually to the Directors. We have agreed to share the dates of these meetings with all Trustees in case any other Board member wishes to join a particular session.

### **4. APPOINTMENT OF PROTECTOR**

- 4.1. The Grant Agreement between the Secretary of State for DEFRA and the Trust provides that the parties shall jointly appoint a person as the Protector of the Protected Assets. The Protected Assets comprise the Investments Assets and the Protected Operational Assets as defined in the Agreement. The Grant agreement states that the Protector shall be a person of standing as a practitioner, regulator or adviser in the field of investment practice for the predominate class of assets in the Investment Assets.
- 4.2. The Agreement states (Section 7) that "the Protector shall be appointed for a term of up to 5 years which may be renewable but no Protector shall serve for more than 10 years".
- 4.3. Malcolm Naish was appointed as the Protector in April 2013 for a 5-year term. His term of office expires on 1 April 2018 and it is therefore timely to consider either re-

appointment or replacement. Both DEFRA and the Trust value the way in which Malcolm has approached and delivered his role. Malcolm has said he is willing to be reappointed and DEFRA are also happy to reappoint.

- 4.4. The Board is invited to recommend to DEFRA the reappointment of Malcolm Naish as the Protector for a further 5-year term with effect from 2 April 2018.

**5. REDACTED**

**6. PARTNERSHIP CHAIR APPOINTMENTS**

- 6.1. Partnerships Chairs are appointed by the Appointments Committee, with the agreement of the Trustees. We expect the recruitment of new Partnership Chairs to be complete around March 2018, **redacted**, it would be helpful to bring the current Partnership Chairs' terms of office into line so that we have a "straight edge" going forward, and so that we can ensure we have an appropriate number of Chairs on Council for the March 2018 meeting.
- 6.2. As in the past, we have only ever appointed Partnership Chairs for a period of only 3 years compared to a maximum 4 years allowable under the Rules; extensions to current terms are permissible and it seems to be a good option to extend to 31 March 2018 those appointments which would otherwise come to an end earlier.
- 6.3. The table below demonstrates how this would look (note that the Chair of North Wales & Borders, Brenda Harvey, does not wish to extend beyond 31 December 2017, and we will just manage the risks of having a vacancy until March 2018).

WATERWAY	CHAIR	CURRENT POSITION	RECOMMENDATION
West Midlands	Peter Mathews	End 2 <sup>nd</sup> term Nov 17	Extend to 31 Mar 18
North Wales & Borders	Brenda Harvey	End 2 <sup>nd</sup> term Dec 17	N/A
Manchester, Pennine & Potteries	Walter Menzies	End 2 <sup>nd</sup> term Nov 17	Extend to 31 Mar 18
East Midlands	Danny Brennan	End 2 <sup>nd</sup> term Mar 18	N/A
South East	John Best	End 2 <sup>nd</sup> term Mar 18	N/A
London	Sir Brian Fender	End 2 <sup>nd</sup> term Mar 18	N/A
North East	Mark Penny	End 2 <sup>nd</sup> term Mar 18	N/A
South Wales & Severn	David Hagg	End 1 <sup>st</sup> term Nov 17	Extend to 31 Mar 18
North West	Bob Pointing	End 1 <sup>st</sup> term Jan 18	Extend to 31 Mar 18
Kennet & Avon	Tamsin Phipps	End 2 <sup>nd</sup> term Jun 19	N/A

**6.4 Recommendations**

We therefore recommend that the Board seeks approval from the Appointments Committee to extend the terms of office for the current Partnership Chairs until 31 March 2018 for the following Chairs:

- Peter Mathews as Chair of West Midlands Partnership
- Walter Menzies as Chair of Manchester, Pennine & Potteries Partnership
- David Hagg as Chair of South Wales & Severn Partnership
- Bob Pointing as Chair of North West Partnership

## **7. CHARITY CORORATE GOVERNANCE CODE**

- 7.1. In September, we alerted the Board to the Charity Governance Code published in July. We have now assessed and documented the Trust's compliance with the Code's Recommended Practice and reported this in detail to the October meeting of the Audit & Risk Committee. The conclusion is that we are broadly compliant with the Code, with improvement opportunities identified only in a small number of areas. Plans are in place to action those improvements.

## **8. LGA NOMINATED COUNCIL MEMBER**

- 8.1. We have been notified by the Local Government Association (LGA) that Cllr Simon Greaves has chosen not to be an LGA member this year so the LGA has nominated Cllr Roger Lawrence, leader of Wolverhampton Council, as a Trust Council member in his place. Cllr Lawrence is a member of the LGA Environment, Economy, Housing and Transport Board. At the time of writing, we are progressing the relevant governance procedures with the Appointments Committee.

## **9. PARTNERSHIP MEMBERS**

### **9.1. Redacted**

#### **Partnership Member Appointments**

- 9.2. Partnership Member appointments are the responsibility of each Partnership Chair. However, appointments are subject to ratification by Trustees. Members are usually appointed for 3 years but some shorter terms of appointment are made to enable rotation.
- 9.3. Since the September Board meeting, there has been one new appointment, three 2<sup>nd</sup> term appointments and four 3<sup>rd</sup> term appointments.
- 9.4. **Joe Parkin, North West – 1<sup>st</sup> term, appointed for 2 years to 7 November 2019**

Joe is a keen recreational white-water paddler and adventurer. He is a structural engineer in a small consultancy firm in Bolton. He is also involved at regional level with British Canoeing, supporting paddlers in the North West through improving facilities on offer to paddlers, number and quality of access to bodies of water and improving communications between different individual clubs and centres of the enjoyment of the individual. As a coach and leader, he assists with his local club, Bury Canoe and Kayak Club, to engage and encourage more people to pick up a paddle and get the boating bug.

- 9.5. **Audrey Smith, North West – 3<sup>rd</sup> term, appointed for 3 years to 14 November 2020.**

Audrey is an experienced boater with great knowledge of the Leeds and Liverpool Canal as well as the Lancaster Canal. She has previously been chair of the IWA, vice chair of WOW partnerships, a member of IWAAC and chair of IWA enterprises. Audrey's professional background is in education. She has been a member of the Canal & River Trust's North West Partnership since 2011.

- 9.6. **Mike Macklin, North West – 3<sup>rd</sup> term, appointed for 3 years to 14 November 2020.**

A member of the Canal & River Trust's North West Partnership since 2011, Mike is an experienced boater on the UK waterways. Mike was previously general manager of K Shoes in Kendal and vice president of Wolverine World Wide in the USA. He boats

on the Lancaster Canal and is very involved in the Partnership's project to improve the canal as well as having been involved in the restoration proposals for the Northern Reaches.

9.7. **Graham Fisher, West Midlands, 3<sup>rd</sup> term, appointed for 2 years to 14 November 2019.**

Graham was voted Inland Waterways Personality of the Year in 2005 and was chair of the Staffordshire & Worcestershire Canal Society. Graham received an MBE for services to the waterways, and has written a number of books about the inland waterways and is a boat-owning enthusiast.

9.8. **Len Cresswell, West Midlands, 3<sup>rd</sup> term, appointed for 1 year to 14 November 2018**

Len is Director of a health and safety consultancy and borough councillor on Solihull MBC, where he is the representative on the West Midlands Metropolitan Area Canal Partnership. He was a founder member of Earlswood Lakes Partnership and has been chair for half its lifetime. In the 1960s, Len volunteered at the Stratford upon Avon Canal restoration.

9.9. **Nick Mead, North West – 2<sup>nd</sup> term, appointed for 3 years to 14 November 2020.**

Nick owns and operates a hotel boat business across the North West and North East of England. He was previously a voluntary director for the YMCA in Cambridgeshire and Peterborough. Nick has extensive experience in business including international growth with companies such as Ash Projects, Experian plc, Lenton plc, McDonnell Douglas Information Systems, Tesco and General Electric in the USA. Nick is a volunteer around the world helping companies with IT solutions. Nick completed his 1<sup>st</sup> term of office with the Partnership on 14 November 2016, with a break of one year before being re-appointed to this 2<sup>nd</sup> term.

9.10. **Peter Jordan, North West – 2<sup>nd</sup> term, appointed for 3 years to 14 November 2020.**

Peter lives and works next to the Leeds and Liverpool Canal. He is a keen boater, cyclist and walker of the canal as well as being an occasional canoeist. He is executive director of Newground Together, a charitable arm of Together Housing Group which provides social housing across the Pennines. Peter was involved in the Trust's successful bid to the Arts Council which is funding the Super Slow Way project across Pennine Lancashire.

9.11. **Roger James, London – 2<sup>nd</sup> term, appointed for 2 years to 20 November 2019.**

Roger is currently chairman of Enterprise Enfield where new business start-ups, mentoring and regeneration are the main focus. His interests are in local politics and healthcare, while hobbies include flying, sailing and rambling.

9.12. East Midlands, North West, South East and South Wales & Severn are all actively seeking new members to join the Partnerships.

9.13. Appendix 1 sets out the number of Partnership members, their remaining terms of office, and the number serving 2<sup>nd</sup> and 3<sup>rd</sup> terms.

**Gill Eastwood**  
**Head of Governance, Audit & Risk**  
**November 2017**



## CHIEF EXECUTIVE'S REPORT

Richard Parry

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### 1. INTRODUCTION

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

### 2. EXTERNAL CONTEXT

- 2.1 The Chair and Chief Executive met the Waterways Minister on 10 October regarding the transfer of the EA navigations and submitted an outline 'draft' proposition a week or so later having been asked to do so. Thus far we have only received a short acknowledgement in reply **redacted**. The Minister is due to speak at the Trust's parliamentary reception immediately before we gather in Preston for the Board meeting so it is possible we may get some indication of the Government's position then. A verbal update will be provided.

### 3. INTERNAL CONTEXT

- 3.1 Following the discussion concerning the future organisation of the Trust in private session after the last Board meeting, and some further work to develop the plan in response to the Board's feedback, some changes to the Trust's Executive team were announced on 8 November, with Ian Rogers (Director of Customer Services & Operations) leaving the Trust on the same day. The changes include appointing Julie Sharman as Chief Operating Officer, expanding Stuart Mills's responsibilities to become Chief Investment Officer, and incorporating marketing and communications in a wider role for Heather Clarke as Director of Strategy, Impact & Engagement. **Redacted**

### 4. PERFORMANCE

- 4.1 Appendix 1 sets out performance across the range of KPIs agreed by the Board for 2017/18. The number of active 'Friends' remains the only 'red' measure with a forecast now to reach somewhere around 26,000 by year end, some 2,500 below target; the focus in the marketing and fundraising team is also in broadening our approach to capture a wider measure of supporters for the future.
- 4.2 Estimated visitor numbers remain well below target, with numbers below 4m in September after stronger performance through the summer. However, the October results show numbers reaching the highest level so far, this year (4.8m), so we may see further improvement if winter results are strong.
- 4.3 Our safety performance (also of concern earlier in the year) continues to be much improved with no RIDDOR-injuries for four months, and the AFR measure is now ahead of target for the first time.

4.4 **Redacted**

## **5. EXECUTIVE REPORTS**

5.1 The Executive's reports feature as Appendices 3 to 9. The main points to draw to the Board's attention are:

- Appendix 3 (Health & Safety) reports, as above, on improved 'internal' safety performance and the Trust's recent national Conference and successful programme of Safety Stand Down days;
- Appendix 4 (Operations) reports on the ongoing challenge of water resources with a section of the GU Leicester line still closed, and a range of successful recent events.
- Appendix 5 (Asset Improvement) reports on the start of the main winter works programme, and provides an update on the 'Unlocking the Severn' project; **redacted**
- **Redacted**
- **Redacted.**
- **Redacted.**
- **Redacted.**

**November 2017**

## Certain Key Performance Indicators

Defra Waterway Targets – improving our waterways/assets	Sep 17 actuals	Target 2017/18	Actual 2016/17
Towpath condition graded C or better (requirement to be above 60% threshold)	not due	≥79.0%	78.5%
Principal assets grade C or better (requirement to be above 77% threshold)	13.4%	≥85.0%	86.0%
Condition of flood management assets graded C or better (requirement to be above 96% threshold)	not due	≥98.5%	99.0%
Waterway measures	Sep 17 actuals	Target 2017/18	Actual 2016/17
Number of individual visitors to our waterways in typical two-week period (over last 12 months)	4.1 m	4.5m	4.3m
Public safety – number of reported incidents	173	350	382
Combined employee, volunteer and contractor RIDDOR accident frequency rating (accidents per 100,000 hours)	0.22	0.24	0.26
Customer satisfaction rating of visitors and towpath users	93%	86%	85%
% of prompted people (living in close proximity of a waterway) that are aware of/recognise the value of their local waterway	65%	TBC	N/A
Propensity to support the waterways	2.1 m	TBC	N/A
Customer satisfaction rating of boaters	not due	72%	76%
No of days of unplanned closures to navigation within our control (individual instances over 48 hours)	123	400	441
Other measures	Sep 17 actuals	Target 2017/18	Actual 2016/17
% of employees engaged as per employee engagement survey result	not due	68%	66%
Volunteer satisfaction/recommendation ratings	96.0%	90%	94%
Number of volunteer hours per annum	290,633	600,000	540,700
Annual total return on our endowment portfolio	6.8%	6.7%	10.0%
Annual total return from non-property investments	8.0%	7.7%	18.8%
Non-investment income to grow >CPI plus 1% (on three year rolling basis)	4.1%	2.8%	3.5%
£ million secured from restricted statutory and voluntary funding, philanthropic and individual giving and contributions in kind	£7.5m	£21.9m	£25.9m
Support costs share of total cost	9.5%	9.8%	9.4%
People aware of the Trust	36%	40%	33%
No of adoptions of our waterways(each adoption scheme roughly equates to 1 mile)	192	220	181
Diversity - % staff BAME	4.4%	5.0%	4.8%
Diversity - % senior management Female	25.3%	25%	24%
No of active Friends attracted and retained, regularly donating	22,909	28,500	20,600
Number of children who have participated in face to face education sessions each year	46,310	75,000	92,660

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



## **APPENDIX 3 - HEALTH & SAFETY**

Report by Julie Sharman, Chief Operating Officer

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### **1 PURPOSE**

- 1.1. This paper provides a review of Health and Safety for the period of September and October 2017. The report covers Visitors, Employees, Volunteers and Contractors.

### **2 KEY POINTS**

#### **2.1 KPI's**

- 2.1.1 Trust people Riddor accident frequency rate is 0.20 against a target 0.21.
- 2.1.2 The analysis of incidents involving members of the public reported up to the end of October 2017/18 indicates 202 incidents were reported where loss or injury occurred, of which 19 incidents could be related to infrastructure (9.4%).

#### **2.2 Visitor Safety**

- 2.2.1 There were 2 fatalities in September and 4 in October on our property. The year to date total is 25. None we believe are related to a failing of the Trust.
- 2.2.2 Inquest into the death of Alex Wilson 1/8/17 at Victoria Quays Sheffield - Pre-inquest meetings held with the Coroner including one at night time site visit. Our safety and legal team have visited the site are satisfied that the location meets our current safety standards. **Redacted**.

#### **2.3 Reportable injuries**

- 2.3.1 There have been no reportable accidents since the last report involving an employee, volunteer or contractor. This is the first 4 month period without an employee Riddor reportable injury since June 2014. Volunteers have remained free from serious injury in their work for 2 years and our contract partners are 13 months Riddor reportable injury free.

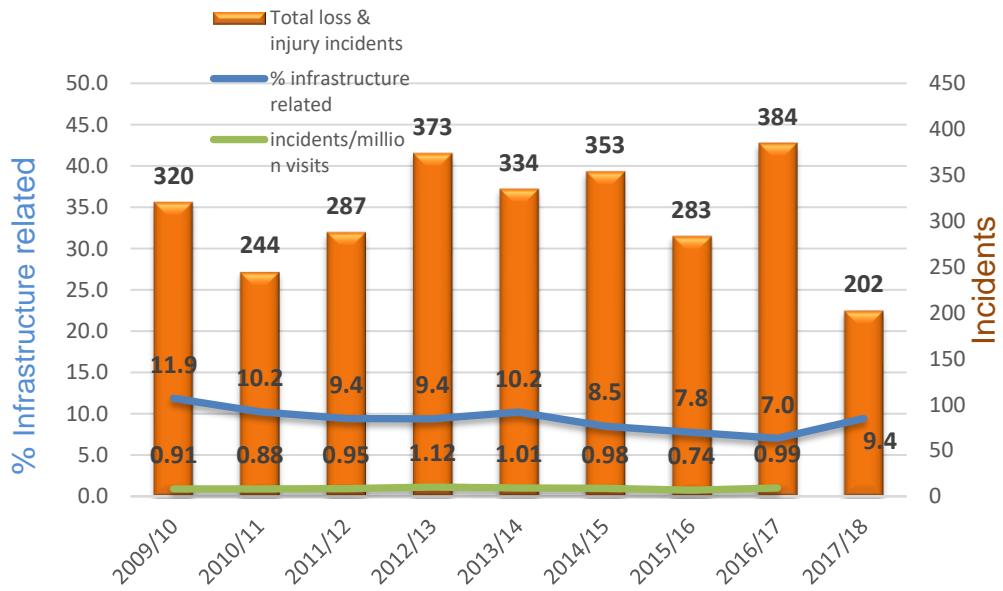
#### **2.4 Health**

- 2.4.1 Occupational Health - During the annual Hand Arm Vibration Screening (HAVS) 1 new case of early stage HAVS had been identified and reported to HSE. The individual is not subjected to any work restrictions but is under to increased surveillance going forward.

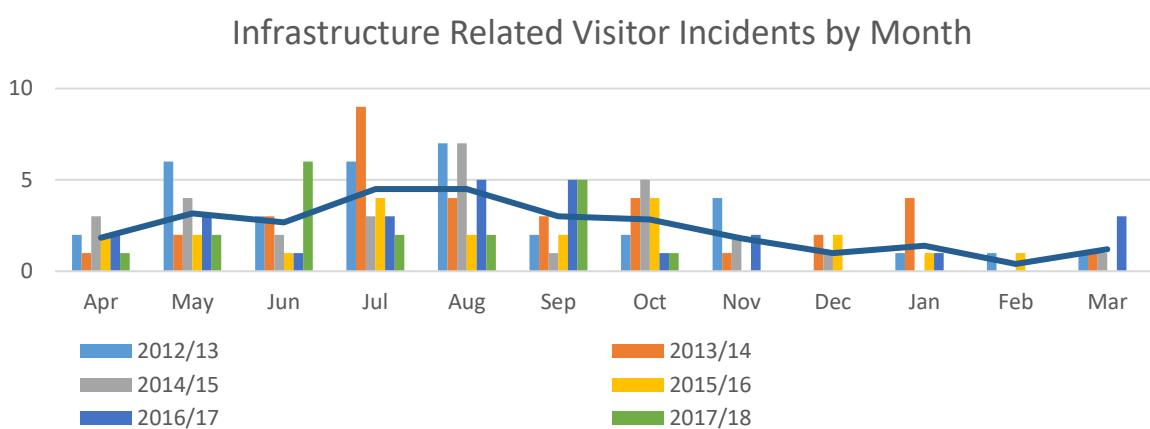
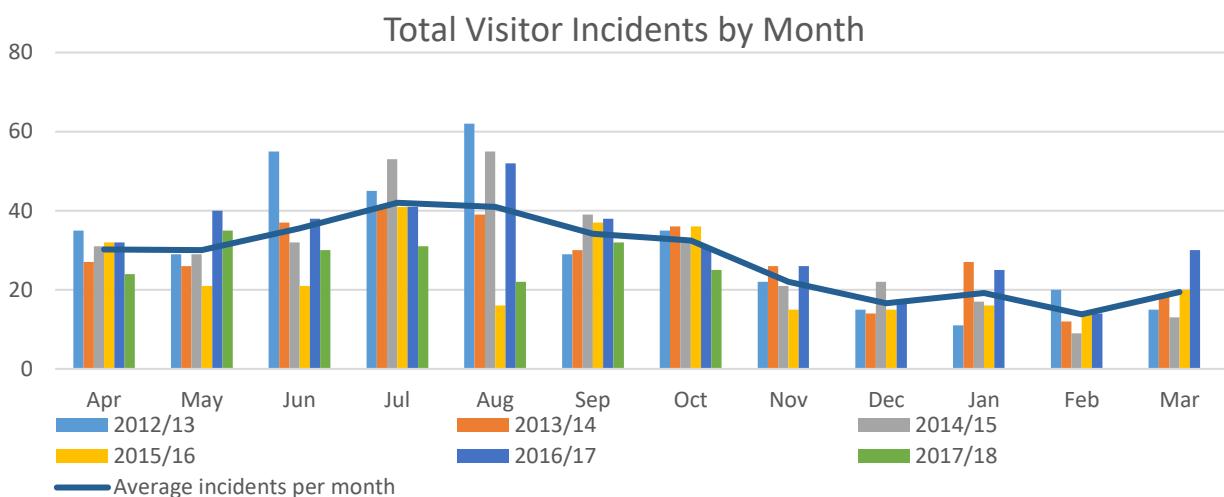
### 3 DETAILED INFORMATION

#### 3.1 Visitors

- 3.1.1 During the period, there was no reportable visitor incident.
- 3.1.2 The analysis of incidents involving members of the public reported for the operating year up to the end of October 2017/18 indicates 202 incidents were reported where loss or injury occurred, of which 19 incidents could be related to infrastructure (9.4%).
- Redacted
- 3.1.3 Inquest into the death of Kristopher McDowell at Pontcysyllte 31/5/16 – Coroners expert is preparing an independent report, the Trust has had no contact with him since September. There is no date set for the resumed inquest
- 3.1.4 Volunteer risk assessors- In the operating year, Trust volunteers and safety advisors have completed assessments on 220 locks and 14 moveable bridges. 251 locks and 156 bridges remain with assessments over 5 years old. The completion of this planned activity is anticipated to be at the end 2017/18.
- 3.1.5 Beeston Weir fatality, Owen Jenkins – the Trust continues to work with the local council to place warning signs and rescue equipment on local authority land as agreed with the water safety partnership. Redacted.
- 3.1.6 The first chart below shows the trend in Infrastructure related injuries and total incidents reported. The target is 350 total incidents at the end of August, the current performance is 202 incidents which is in line with achievement of the annual target.

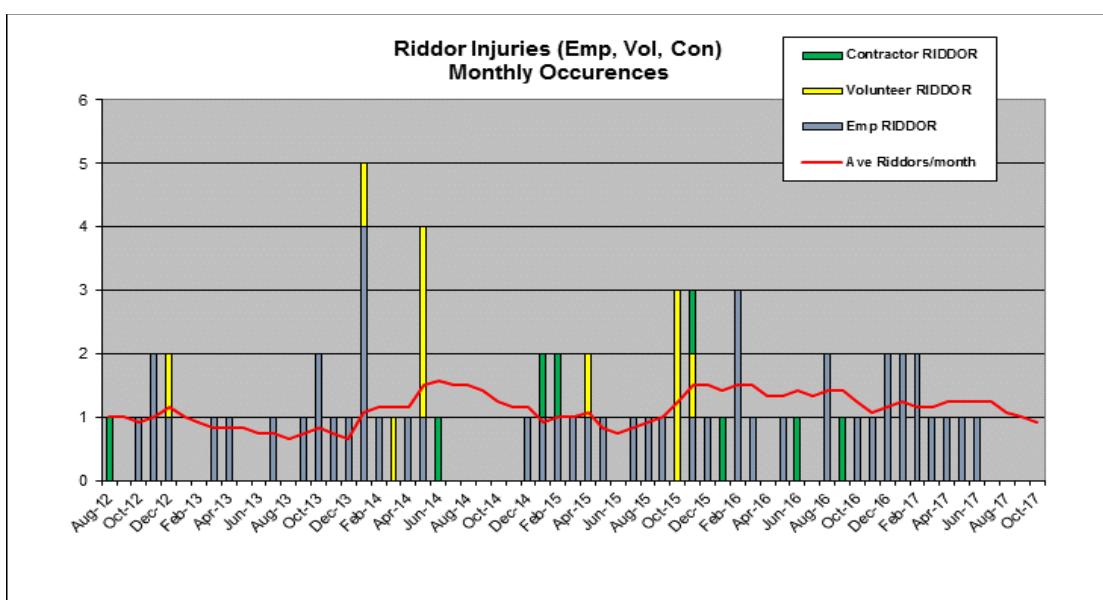


- 2.1.7. In the following charts the trends of visitor incidents by month are shown for both total incidents and Infrastructure related incidents only, these demonstrate the downturn trend over the winter period.

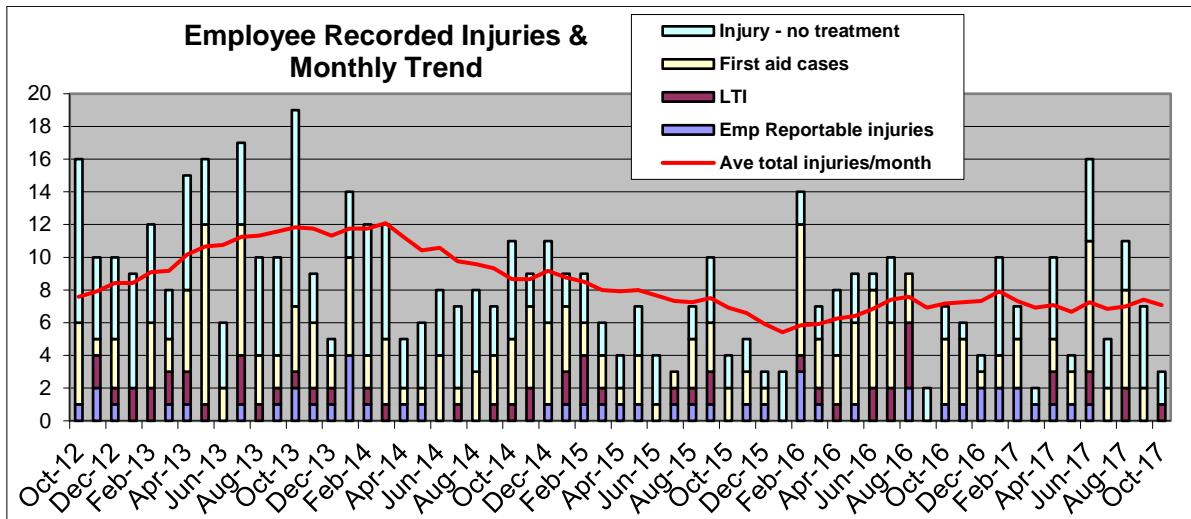


## 3.2 Employees

3.2.1 There have been no reportable accidents since the last report involving an employee. This is the first 4 month period without a Riddor reportable injury since 2014, the Riddor graph below demonstrates current performance across all employees, volunteers and contractors:



3.2.2 The chart below shows the trend for all recorded injuries.



3.2.3 The Trust delivered a successful National Health and Safety Conference in September and regional Safety Stand Down Days in October. To kick start the journey from 'Good to Great' health and safety performance the Trust is planning to deliver a sustained campaign on slips, trips and low falls (STF). This cause accounts for 6 of the 11 Riddor injuries in the past 12 months and 25% of all incidents involving Trust people. The first phase of the campaign will be of 3 months duration running to March 2018 with a focus on stoppage type activities. In April through to June we will continue the campaign but with a change of emphasis to short term and mobile working typical of activities undertaken in that period of the year. Simultaneously we will refresh of safe behaviour and hazard reporting which will be interwoven with the focused campaign on STF.

### 3.3 Volunteers

3.3.1 Volunteers continue to remain free from serious injury in their work for 24 months.

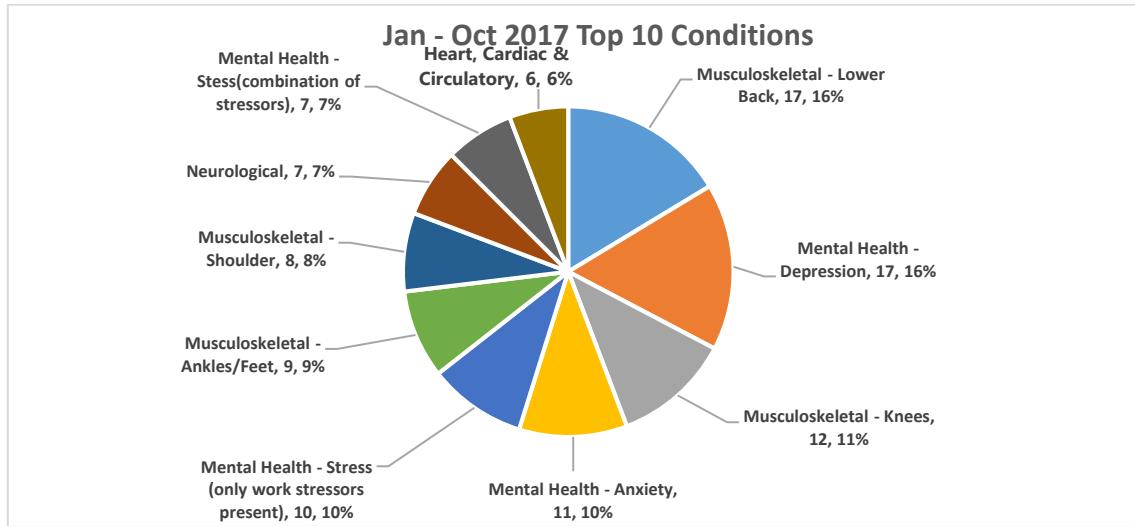
### 3.4 Contractors

- 3.4.1 Our contract partners are 13 months Riddor reportable injury free.
- 3.4.2 Although not involving a Trust contractor, a serious incident occurred on the River Aire when a small boat operated by a contractor working on the Leeds flood alleviation scheme was inundated and overturned at Knostrop Weir. One of the 2 crew members was fatally injured when he was trapped under the boat in the recycling zone of the weir. The Maritime and Coastguard Agency and HSE are involved in the investigation.

## 4 HEALTH

- 4.1.1 Occupational health screening is underway for the 760 employees exposed to the health risks from vibrating tools – Hand Arm Vibration Syndrome (HAVS). This is an annual health check. 1 new case of early stage HAVS had been identified. The individual is not subjected to any work restrictions but is under to increased surveillance going forward.
- 4.1.2 Health and wellbeing – The following chart indicates the numbers and percentages of the management referrals for employee ill-health issues between Jan and Oct 2017. In this period 147 referrals took place (estimate 176 in full year). The health issues have a

very similar distribution but total referrals for 2017 are likely to be reduced from the 239 in 2016, based on current trends.



5.1.3. The Trust continues to target mental wellbeing through a range of interventions supported by Leeds MIND

## 5 OVERALL HEALTH and SAFETY PERFORMANCE

5.1 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 2017/18 is an AFR of 0.21.

<b>TRUST People</b>	<b>AFR</b>	<b>Injuries in past 12 months</b>	<b>Injuries this operating year</b>	<b>Target</b>
Employees [1780 FTE]	0.31	11	3	
Volunteers [300 FTE]	0.0	0	0	
Contractors [630 FTE]	0.0	0	0	
	0.20	11	3	0.21



## APPENDIX 4: OPERATIONS REPORT

Author: Julie Sharman Chief Operating Officer

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### 1. PURPOSE

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

### 2. KEY POINTS

#### 2.1. Water Resources

The prolonged dry period that started in late summer 2016, and continued through the autumn, winter and spring of 2017 is still causing some issues across the network. Despite a wet summer, groundwater levels and the rivers and streams that rely on groundwater for their baseflows are still well below long term averages, reflecting the dry period before the summer. September experienced average rainfall, but October has been much drier (England received only 69% of Long-Term average rainfall, but some areas saw as little as 25% LTA rainfall). We have concerns about the prospects for groundwater recharge and reservoir refill over the autumn and winter.

The Trust's internal *Drought Steering Group* meets on 29 November to review performance for the 2017 boating season, and identify any necessary actions in preparation for the 2018 boating season. Specific local issues are listed below:

- **Grand Union South** - A pump failure at Tringford pumping station, combined with a poor water resources situation has meant that restrictions to lockage on the Grand Union Marsworth flight have been put in place with effect from 8 November. Temporary pumping has been procured and a project for renewal of equipment is in the plan.
- **Kennet & Avon** - There have been some restrictions to lock usage during October, following issues with a number of the back pumps that are critical for water supply.
- **East Midlands** - The Grand Union Leicester Line remains closed (since 27 September) as reservoir holdings for this section have not recovered at all during October.
- **Manchester Pennine & Potteries** - All restrictions have now been removed.
- **Chesterfield Canal** - The two reservoirs supplying this canal are at heightened risk of not refilling to their target holdings at the start of the 2018 boating season.

#### 2.2. Boat Licencing Review

The final stage of the [licence review](#) is underway and consultation closes on the 18<sup>th</sup> December 2018. This stage seeks customer's views on charging boats based on their area and the appropriateness of existing discounts (including prompt payment). The Trust has also taken the opportunity to seek wider views on the challenges faced by managing areas of high demand and those boats without a home mooring. To date, over 6,000 responses to the consultation have been completed or commenced. A recommendation will be presented to the Board in January 2018.

## **2.3. London Mooring Strategy**

The draft [London Mooring Strategy](#) was published on Wednesday 18<sup>th</sup> October. The consultation survey will run until 18<sup>th</sup> December 2017. All boaters with a home mooring, boaters who have been sighted in the London waterway area between 1<sup>st</sup> September 2016 and 31<sup>st</sup> August 2017, and other stakeholders are being invited to participate in the consultation. 4,412 people have been contacted by email, 470 people will receive the survey by post. As at 20<sup>th</sup> October 2017, 257 people have begun to complete the survey (111 have been completed).

## **2.4. Redaction**

Redaction

## **2.5. Earlwood Reservoir dewatering fish kill**

Whilst dewatering the reservoir last week to undertake valve works which were timed alongside removal of a non-native species of Catfish for which we had been served notice for removal by the regulator EA. A serious fish kill event occurred due to apparent actions of our contractor, a full investigation is underway.

## **2.6. Anderton Boat Lift:**

On Saturday 28<sup>th</sup> October passengers from the trip boat had to be evacuated from the trip boat at the top of the lift. The Fire Brigade were called to assist with the evacuation including helping a disabled person from the boat. In total, there were 14 passengers onboard. A full investigation of the cause of fault is underway and interim arrangements have been put in place for emergency response in the meantime. This is the second evacuation with the fire brigade we have undertaken this year.

## **2.7. Structural Failure of Lock 15, Marple Lock Flight, Peak Forest Canal**

During September, the towpath side wall of Lock 15 in the Marple flight partially failed, making it too narrow for craft to pass through it and closing the canal. Work is ongoing to investigate the cause of the failure, design, and mobilising the contractors for the repair. While it is expected that work can start before Christmas, most of the work will take place in the new year with a target for completion by 16<sup>th</sup> March. A range of works were planned on the flight after Christmas which will still go ahead including grouting, other lock repairs and installation of the off-side parapet railing on Marple Aqueduct. Waterway and engineering teams have reviewed the flight with the aim identifying other works that could be undertaken now to take advantage of the opportunity of the enforced closure

## **2.8. Winter Stoppages**

The [winter stoppage season](#) commenced on 6<sup>th</sup> November 2017 and continues through to 16<sup>th</sup> March 2018

# **3. OPERATIONS**

- 3.1.** The Waterways delivered 89% of planned maintenance in the period to the end of September, with 18% recorded as being delivered by volunteers. The waterways have undertaken 80% of their programmed notifications clearance in the first half of the year to September. Across all waterways, a total of 7,380 notifications have been completed over the first 6 months of the year.

- 3.2. At Chasewater reservoir in Staffordshire, which is owned by the County Council but which supplies significant amounts of water to the West Midlands canals (being at the 'Summit' level), we have been in negotiation over valve issues which have prevented the drawdown of water from this reservoir. We have agreed a way forward which we anticipate will allow us to use the supply in 2018.
- 3.3. Green Flag Success -The whole of the 87 miles of the Kennet & Avon Canal has been awarded the Keep Britain Tidy Green Flag Award, making 7 Canals (and over 165 miles) in total.



#### **3.4. Port Marine Safety Code**

- 3.4.1.** No significant incidents occurred at our ports over the period. The Ouse harbour area (in East Yorkshire) successfully conducted an overdue oil spill exercise in September.



- 3.4.2.** Issues concerning insurance for pilot operations at a port elsewhere in the UK have resulted in a review of our arrangements at Sharpness and London Docklands where pilots operating in neighbouring waters bring ships into our ports. Unless the port is a Competent Harbour Authority (CHA), pilots are not indemnified under the Pilotage Act 1987. Sharpness and Docklands are currently Statutory Harbour Authorities (SHA) not CHA; the full implications of this and our options to resolve it are being explored. Our port on the Ouse is a CHA and provides pilots - which has significant financial impact on the Trust where the cost of pilotage currently comfortably exceeds income from tolls and charges.

#### **4. REDACTED**

#### **5. ENGAGEMENT**

- 5.1.** The North West APM took place in Lancaster on 10 October and was well attended. The film commissioned by the Trust for the event included the Liverpool City Region Mayor, Steve Rotheram, confirming his strong support for the waterways.
- 5.2.** The South East APM was held on 19 October in Milton Keynes. Cllr Colin Poole, Portfolio Holder for Economy & Regeneration at DDC gave a presentation about the plans for the development of a new canal arm to link Daventry to the Grand Union.
- 5.3. Diwali celebration in Leicester.** A two-part Diwali event was held in Leicester over two nights, with children invited to make origami boats (from waterproof paper) on the first night and then see them launched into the water, with lights, at Limekiln Lock a few days later. The two events attracted over 850 people.

#### **5.4. Buzz Project, Standedge Tunnel**

In September, the Buzz Project was launched by Dr Ryad Alsous - a world-renowned bee-keeping expert, using a portion of land on the Tunnel End Reservoir to keep hived bees. The project is aimed at helping local refugees and jobseekers to get involved with the community. The project had received funding from various organisations and we were happy to be able to house the hives on site at Standedge.



#### **5.5. Jazz Festival, Standedge Tunnel**

In October, as part of Marsden's annual Jazz Festival, we hosted 'Sonic transportation' a unique cellist concert housed inside the tunnel. Norwegian cellist, Maja Bugge, created a piece of music based on her surroundings in the tunnel. The event was by pre-booking only and within days of the release it was fully booked (capacity 58 people) with some fantastic feedback.

#### **5.6. Anderton Boat Lift Fireworks Event**

A successful event was held on 28th October at Anderton, with over 2000 tickets sold for the annual event and excellent press coverage and customer feedback.



#### **5.7. Sheffield Waterfront Festival**

In September the Trust launched Sheffield's 1st city wide waterfront festival with over 5,000 visitors attending across the weekend.

Engagement with local businesses such as the Hilton hotel resulted in over 50% of the festival being funded externally through sponsorship and pro bono work, which increased the scale and reach of the event and allowed the Trust to reach a much wider audience. The festival gained good media coverage and the pre-festival clean-up worked well, with over 40 volunteers across 5 organisations including the EA.



#### **5.8. Halloween Spooktacular, Stoke Bruerne**

This event, for 150 people including a boat trip through the tunnel, was sold out within a couple of days.



### 5.9. Youth Engagement

- 5.9.1. Through our Community Roots funded project we have seen a substantial youth engagement growth in the MP&P waterway, with over 4,000 youths engaged through the summer representing 500% plus growth on 2016.

### 5.10. Education

- 5.10.1. The education team are on target to achieve 75,000 child interactions this financial year

KPI	May	July	September	November	January	March
Target	7,000	20,000	35,000	38,000	54,000	75,000
Actual	7,323	28,251	<b>38,987</b>			

- 5.10.2. Corridor for Nature Competition - Work has commenced on creating a PPL Lottery funded nature garden at Grewelthorpe Primary School near Ripon, the winners of the Trust organised competition.

- 5.10.3. The first staff STEM Ambassadors have been trained by partners STEMLearning in Milton Keynes. Our Canal and River Maintenance workshop has been CREST accredited. Students can learn about historic challenge of balancing engineering requirements with wildlife needs, and apply that to create unique solution for canals and rivers in their local area, this accreditation reaches the CREST Bronze award standard, [see link](#).

### 5.11. Fisheries and Angling

- 5.11.1. Upper Bittell Reservoir works - Fish Rescue, this reservoir is currently being drained for major engineering works, promoting the need for a very significant fish rescue exercise. A fish rescue proved to be more cost-effective than installation of cofferdams for the works. BBC West Midlands filmed the fish rescue which made the national news.

- 5.11.2. New Trust-Ed Fish Rescue Training - A new interactive video training programme is now available online internally, designed principally for Trust operatives who undertake fish rescues in lock chambers.

- 5.11.3. The Trust's national Canal Pairs championship was successfully held jointly with the Angling Trust, with international participants (from Ireland) on the Erewash canal in October.

## 6. CUSTOMER SERVICE

- 6.1. Moneypenny's call and email volume has dropped slightly during September.

- 6.2. Customer Satisfaction with call handling remains on track at 82% - callers satisfied with the service they received. In addition, 88% of our licensing customers told us our conversations with them were good or very good in September.
- 6.3. A pilot project looking to retain volunteer opportunity enquiries at the call entry point has commenced. These calls would previously be transferred to the national volunteering team to handle. However, we believe that by retaining calls of this nature at point of entry, answers are provided more quickly and the customer experience improved. If successful, it is expected that this approach will be applied to other areas of the Trust.
- 6.4. The sale of winter moorings was launched at the beginning of October and achieved significant sales within the first 24 hours with many of the most popular sites selling out. As of 1 November sales had reached £240,000.



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## **APPENDIX 5: ASSET REPORT**

**Simon Bamford, Asset Improvement Director**

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### **1. Introduction**

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

### **2. Waterway Infrastructure Maintenance and Repair (WIMR)**

#### **2.1. Priority Projects and Enterprise Funded Works- IDT**

At P6 the IDT delivered £10,321k vs B17 plan of £9,659k which was £662k ahead of plan.

The Dredging programme has delivered or committed £3,880k of works, 45% of the B17 dredging planned expenditure.

9 projects were completed in the period, with a further 17 either started or on site together with 1 dredging project being completed and a further 7 either started or on site. Significant project completions were Killington and Upper and Lower Foulridge Reservoirs works in the interest of safety with the valve works at Upper Bittel Reservoir being started.



Killington Reservoir – Lower Spillway Pointing and Scour Profiling



Upper Foulridge Reservoir – Installation of the last Gabion Mattress

Site investigation and design development is underway for Marple Lock 15 Emergency Wall Repair with the objective of commencing works at the beginning of January 2018. Given that Marple Lock Flight will be closed until late March 2018 the objective is to bring forward other planned works and undertake vegetation management tasks with volunteers to avoid closures for some years.



**Sandbach Towpath Improvements (MP&P) –**  
Extract from a recently received communication from the Countryside Access Development Officer at Cheshire East Council.

*'I was fortunate enough to have meetings this morning in Sandbach so I stopped by the towpath on my way back to the office: it looks great! And I saw a number of people, including a couple both with walking sticks, already appreciating the route.'*



Gloucester Partings Dredging – disposal of sediment

### 2.1.1. Unlocking the Severn

Redacted

## 2.2. Priority Works - Direct Services

Steady progress has been made on the Priority Works programme with 96% of the plan being delivered by mid-year including 24% of agreed changes due to arising works. The M&E programme is on target with routine maintenance achieving 95% of planned tasks completed.

The volume of arising tasks has increased in the period with the problems being tackled typically including:

- Leakage repairs
- Missing or damaged weir boards
- Balance beam repairs
- Lock ladder repairs
- Lock cill and fender repairs



Weston Road Bridge, Soho Loop, Birmingham – Masonry Repairs

Works to repair the waterway wall & brick sheeting. Most of the materials required to carry out the repair were re-cycled

The Direct Services team continue to drive efficiency and cost saving achieving savings of £453k ytd through such things as the use of materials from stock, recycling, procurement, productivity, volunteers and innovation.



Aqueduct 2, Monmouth & Brecon Canal – Parapet Re-build



Macclesfield Canal

Piling at Bridge 80 – plastic piles, reclaimed from the Rode Heath Tip



GU Leicester Line Lock 25 – gate relining to reduce leakage

The work was completed to a high standard by our former apprentices, showing how far the younger members of the team have progressed.

#### **Lock 15 Grantham**



The low side approach wall is now completed and lockside copings installed.



### **2.3. Operational Contracts**

The operational contracts have delivered works to the value of £6.36m with a variance of £11k behind original B17 plan.

September saw the commencement of the full width towpath grass cutting in all waterways except K&A where it is undertaken in February. The summer has been a good grass cutting season with a distinct drop in customer complaints. The programming of the grass cuts with increased frequency of the start of the season has been a distinct success.

Winter works such as offside vegetation and tree works resulting from the surveys are now commencing. NW, NW&BC, London, SWS and WM are undertaking planned tree work using data collected using the Collector application mobile technology which has been a recent innovation to improve data quality and improve efficiency.

Planned maintenance of MEICA assets commenced in October and pricing for planned MEICA project work well underway with 70% of projects either instructed or completed.

**Redacted.**

Progress has been made on the review and scoping of Site Services contracts that are key to delivery for Operations & Customer Service and Asset Delivery teams and work has started on the procurement of new contracts for Scaffolding, Site Security, Plant Hire, Small Tool Hire and the benefits of introducing a buyer function for the purchase of commodity items such as aggregate, cement, lime, bricks, skips etc.

#### **2.3.1. Waste Management Strategic Programme**

Three reports have now been prepared for the 3 'Dirty Dozen' lists of sites we have to examine:

- Top 12 most expensive Bin collection sites
- Top 12 most expensive Operational Yard sites (skips)
- Top 12 least recycling sites (site generates over 20tonnes of waste per year and waste goes mostly to landfill).

These sites are being focused on to bring in any quick win changes to service to reduce cost and improve recycling rates. Work is also underway to determine what larger scale improvement works need to be completed at these locations in consultation with the waterways, to develop a plan for implementation in B18.



Windblown tree removal, Fountains - Kidlington Lock Oxford Canal

## 2.4. Volunteer Delivery

The Volunteer Delivery team have continued to develop work for the winter period but in the period, have completed a number of tasks including brickwork repairs to the Grade 2 Riddian Bridge, Daw End Canal, Hatherstone Feeder and Dry Stone walling on the flood damaged boundary walls on the Rochdale Canal.

The Riddian Bridge job was undertaken by 2 volunteers in one day and through reusing materials resulted in a cost saving against business plan budget of £4.9k



In preparation for the winter vegetation works there has been a series of training and assessment sessions for volunteers on wood chippers, pole saws, deck hand and helmsman.

30 volunteers are signed up to support the Braunston and Foxton stoppages alongside direct services teams, induction and training has taken place.



Completed Dry Stone Walling, Rochdale Canal

### 3. Health and Safety

The second year of Safety Stand Down Days took place during the second week of October at venues near Leeds, Crewe, Stratford upon Avon and Reading with approximately 530 people attended from the Trust and our contractors, consultants and suppliers with the events opened by Richard Parry and Trustees Janet Hogben, Ben Gordon and Nigel Annett. The event was a mixture of presentations and interactive activities together a “plant corner” where items of plant and equipment that would improve productivity and reduce safety risks were demonstrated. The events were well received with very positive feedback from attendees and lots of good suggestions for future events.