MEETING OF THE BOARD OF TRUSTEES

Items in red are confidential

Minutes of a meeting of the Board of Trustees (the Trustees) of Canal & River Trust (the Trust) held on Thursday 21 March 2019 at the Doubletree by Hilton Manchester Piccadilly, One Piccadilly Place, 1 Auburn Street, Manchester, Greater Manchester, M1 3DF at 8.00a.m

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

Apologies
Nigel Annett CBE, Trustee

In attendance
Richard Parry, Chief Executive
Julie Sharman, Chief Operating Officer
Stuart Mills, Chief Investment Officer
Sandra Kelly, Finance Director
Heather Clarke, Strategy, Impact and Engagement Director
Simon Bamford, Asset Improvement Director
Tom Deards, Company Secretary (minute taker)
Fay Pollard, Head of Procurement (for item on Outsourced Contracts only)

19/015 APOLOGIES
Apologies were received as noted above.

CHAIR'S WELCOME AND REMARKS
The Chair welcomed all attendees to the meeting.

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

19/016 REGISTER OF INTERESTS AND DECLARATION OF INTERESTS IN ANY MATTER ON THE AGENDA
The attendees declared interests and set out in **Information Report Trust399.**
No further declarations of interest were made.

19/017 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the Board of Trustees meeting held Meetings held on 24 January 2019 was approved.

Summary of actions arising from Board Meetings

All matters arising were in hand or on the agenda.

19/018 HEALTH & SAFETY SUMMARY [TRUST400]

JS talked through the report Trust400 which gave the Board a headline position of notable safety incidents and issues.

19/019 PONTCYSYLLTE INQUEST [TRUST401]

JS presented the report Trust 401 which provided the Board with a summary of the inquest findings and the regulation 28 report wording along with recommendations for a response to the Coroner.

19/020 FINANCIAL PLAN, MEASURES AND PROGRAMMES [TRUST402]

RP presented the report **Trust402** which

- provided an update on the detailed business planning and targets for 2019/20
- puts forward a new basis for controlling costs ('flat cash'); and
- proposed the KPIs for 2019/20 that align with the Trust's strategic focus, and which can then incorporate regional targets where applicable and
- presented the regional plans and priorities to deliver the Trust's strategic goals in the year ahead.

19/021 OUTSOURCED CONTRACTS PRESENTATION [TRUST403]

Fay Pollard (Trust Head of Procurement Services) went through a presentation on the approach undertaken by the Trust to ensure value is obtained from its outsourced suppliers, notably at each contract renewal.

19/022 NATIONAL ADVISORY GROUPS UPDATE [TRUST404]

RP presented the report **Trust404** to give the Board visibility of the role and current work of the Trust's Advisory Groups, for information

19/023 GOVERNANCE MATTERS FOR APPROVAL [TRUST405]

TD presented the report **Trust405** which set out the governance matters which require a decision or noting by the Board.

TD talked through highlights of the report:

Following discussion, the Board:

- Approved the appointment of Directors of The Waterways Trust and associated Trust subsidiaries
- Approved the recommended changes in the Waterways Pensions Trustees Limited
- Noted the (Waterways Infrastructure Trust's) Trust Corporation Status Certificate
- Ratified the Appointments and Renewals/Extensions for Members of the Regional Advisory Boards
- appointed Sarah Whitney as Chair of the Investment Committee with effect from 31 March 2019

19/024 FORWARD PLAN [TRUST406]

The Trustees noted the Forward Plan which sets out the forthcoming business to be considered at future board meetings.

19/025 CHIEF EXECUTIVE'S REPORT [TRUST407]

The Board noted the Chief Executive's **Information Report Trust407** and the appendices which had been prepared by the Executive Directors.

In relation to **Appendix 2, Health & Safety Report**, JS drew attention to a number of items

In relation to **Appendix 3: Operations Report** JS highlighted various items.

In relation to **Appendix 4: Asset Improvement Report** SB highlighted a new of items in his report.

In relation to Appendix 5: Investment and Commercial Report SM highlighted various items in his report.

The Board noted Appendix 6: People Report

In relation to **Appendix 7: Strategy, Impact and Engagement Report** HC highlighted various items in her report.

The Board noted Appendix 8: Risk Update

19/026 FINANCE DIRECTOR'S REPORT [TRUST408]

SK presented her confidential **Information Report** Trust408 which was noted.

19/027 BOARD COMMITTEE MINUTES

CK (as Chair of the Audit & Risk Committee) gave a summary of the recent Audit & Risk Committee meeting.

BG gave a summary of recent Remuneration Committee meeting.

JA had nothing further to add on recent Appointments Committee meetings

SWh gave her perspective on the recent Investment Committee meeting, as (incoming) Chair.

19/028 **Close**

Date of the next meeting – • Thursday 23 May 2019 (Wales & South West - Bath)

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

Chairman

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Information Report
Trust400
Items in red confidential

HEALTH & SAFETY SUMMARY

Author: Julie Sharman, Chief Operating Officer

1 NOTABLE SAFETY INCIDENTS / ISSUES

1.1 RIDDOR

1.1.1 For the first time since May 2014 we have had 4 RIDDOR reportable accidents in one month, January –and 1 RIDDOR in February.

1.1.2 Year to date we have had a total of 13 RIDDORs, the highest level for 3 years and a substantial increase from 2017/18 where we only had 5 RIDDORs with an AFR of 0.09.

1.1.3 Additionally, we have had 4 serious incidents occur. Please see full report for the details of these incidents

1.2 Fatalities

1.2.1 13.1.19 – an 82yr old male fell into the water at Foxton Locks. Whilst the man was rescued he later died in hospital.

1.2.2 16.1.19 – the body of a male was recovered from Brighouse Canal, there are no further details at this time.

1.2.3 20.1.19 – the body of a 62yr old male was recovered from the Grand Union Canal, it is being treated as unexplained

1.2.4 25.1.19 – the body of a male was found on the towpath in Wolverton, it is being treated as unexplained.

1.2.5 28.1.19 – the body of a 22yr old male was found in the River Tees after being reported missing following an altercation with a group of men during a night out.

1.2.6 12.2.19 – the remains of an unidentified 11 – 15yr old girl was found on the Grand Union Canal. It is being treated as murder

1.2.7 26.2.19 – the body of a 62yr old male was recovered from the Ashton Canal after he went missing from his home.

2 SAFETY STATISTICS

TRUST People	AFR	Target	
Employees [1780 FTE]	0.25		
Volunteers [313 FTE]	0.33		
Contractors [630 FTE]	0.16		
Trust Overall	0.23	**0.10**	
RIDDOR INCIDENTS (13 YTD)	**Jan'19 & Feb'19**	**April'18 to Feb'19**	
Employees	**3**	**9**	
Volunteers	**1**	**2**	
Contractors	**1**	**2**	
Fatalities	**Canal**	**River**	**Dock / Marina / Towpath**
7 Fatalities in January'19 - February '19	**5**	**1**	**1**
32 Fatalities brought forward previous report	**22**	**7**	**3**
39 Fatalities – April '18 to February '19	**27**	**8**	**4**

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NATIONAL ADVISORY GROUPS UPDATE

Richard Parry, Chief Executive

1. PURPOSE

The purpose of this paper is to give the Board visibility of the role and current work of the Trust's Advisory Groups, for information.

2. OVERVIEW

2.1 Expert National Advisory Groups were set up at the time that Canal & River Trust was established to provide advice to the Trust's Executive and senior management. The Groups have a reporting line to the Chief Executive.

2.2 The Groups' Chairs and Members value the support they are able to provide and the opportunity to contribute to the development of the Trust

2.3 This paper provides a briefing on the range of Groups, their recruitment and management, and an update on the contribution they are making to the development of Trust.

3. GROUPS

3.1 There are currently 8 Groups detailed below with the executive and managerial leads and the current Chair:

Advisory Group	Chair	Lead Director	Lead Manager
Arts on the Waterways	Jonathan Watkins	Heather Clarke	Tim Eastop
Environment	Ed Mitchell	Heather Clarke	Peter Birch
Freight	David Quarmby	Julie Sharman	Sean McGinley
Heritage	Nigel Barker-Mills	Heather Clarke	Naiomi Kempton
Museums	Sam Mullins	Stuart Mills	Graham Boxer
National Angling	Ian Trayer	Julie Sharman	Jon Horsfall
Navigation - Operations	Mike Carter	Julie Sharman	Jon Horsfall
Volunteering	Gennie Dearman	Heather Clarke	Edd Moss
Youth Engagement	Louis Howell	Heather Clarke	Jon Horsfall

3.2 Groups meet as required, typically 3 times a year, but the pattern is varied to meet need. The Groups work to agendas jointly agreed by the Lead Manager and Chair and they each periodically report to the Chief Executive on their work.

4. APPOINTMENTS

4.1 When first established, Chairs and Members were recruited by personal invitation from the Chief Executive. However, we now operate an open process which includes public advertisement and interview.

4.2 Members are selected to provide a broad-based range of experience and expertise relevant to each topic. Appointments are made by the Chief Executive for up to a 3-year term renewable for a second term. Where a member's 2nd term expires, the Chair and Lead Manager may decide that their experience and value to the Group is sufficient to warrant a 3rd term.

4.3 Short biographies for each of the groups and its current members are presented in **Annex 1.**

5. CONTRIBUTION

5.1 All the Groups provide the Trust with access to a wide range of experience, expertise and perspective that goes beyond that available to the management team and executive. In many areas we are able to benefit from national experts prominent in their field.

5.2 Each of the groups has played a valuable role in building capacity within the Trust and in the development of specialist areas of policy, strategy and practice. We also benefit greatly from the advocacy and support of these expert groups in novel and potentially contentious areas of policy and practice.

5.3 Outputs are focused on management need but the open conduct of the Advisory Groups' business, supported and enabled by volunteers prominent in their field, has helped to strengthen relationships with key stakeholders.

5.4 The range of topics considered by the Groups, and key issues considered over the last 12 months, are set out in **Annex 1.**

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 The Board is invited to note this paper. A further update will be provided in May 2020.

ARTS ON THE WATERWAYS ADVISORY GROUP – MARCH 2019

NAME OF THE GROUP	ARTS ON THE WATERWAYS
TRUST LEAD DIRECTOR	Heather Clarke, Strategy, Engagement & Impact Director
TRUST LEAD MANAGER	Tim Eastop, Arts Development Manager
CHAIRED BY	Jonathan Watkins, Director, IKON Gallery
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Jonathan Watkins, Chair	Director of the Ikon Gallery since 1999, Jonathan is internationally known as a leading UK-based curator and director of visual arts. He has worked in London as curator of the Serpentine Gallery, and has curated many exhibitions in this country and abroad including: the Biennale of Sydney (1998), Tate Triennial (2003), Shanghai Biennale (2006), Sharjah Biennial (2007), Guangzhou Triennial (2012) and the Iraqi Pavilion for the Venice Biennale 2013
Ian Banks	Director Atoll Ltd - Ian is both a chartered architect and a public art consultant. a micro art + architecture collaborative that partners with an ever-changing network of creative artists, architects, landscape architects, engineers, designers and curators. Member of NW Waterways Partnership. Term Ended
Tamsin Dillon	Tamsin is a leading curator based in the UK. She was Director of Art on the Underground, the highly regarded contemporary art programme within a world-leading underground transport. Tamsin recently curated 14-18-NOW, a major initiative focused on the centenary of the First World War, and for the Kings Cross Partnership. She was interim Head of Exhibitions and Displays at TATE Liverpool in 2014.
Claire Doherty	Claire is the founder Director of Situations. She was awarded a prestigious Paul Hamlyn Breakthrough Award as an outstanding cultural entrepreneur and in 2012 led Situations to become an independent arts organisation and charity. From 2015 Situations became an Arts Council England National Portfolio organisation.
Mark Dunhill	Mark is Academic Dean at Central St Martins with responsibility for the programmes of Art, Culture and Enterprise, Drama and Performance, and Graphic Communication. He was chair of the National Association for Fine Art Education between 2008-12 and has been a trustee and advisor for independent and public arts organisations.
Deirdre Figueiredo MBE	Deirdre is currently the Director of Craftspace, based in Birmingham, which works in partnership with makers and artists, audiences, venues and a diverse range of organisations to push boundaries and perceptions around contemporary crafts practice, touring exhibitions and audience development.

Manick Govinda	Mark is Head of Artists' Advisory Services and Artists' Producer at the leading artists agency, ArtsAdmin. He is also a non-executive director of a-n The Artists' Information Company and a freelance writer and campaigner on free expression on arts and immigration issues.
Marianne McNamara	Marianne joined Mikron, the famous boating and touring theatre company, as an actor in 2003. Since then she has worked for the company as an actor, administrator, director, youth worker and now as Artistic Director, taking the company to new heights.
Judith Palmer	Judith has been Director of the Poetry Society since 2008. She has worked previously for influential organisations including: Arts Catalyst, Arts Council England, Royal Botanic Gardens Kew, Barbican Centre, The Women's Library and Gunpowder Park. She has been a freelance correspondent working for national media including BBC R4, The Independent and the Sunday Telegraph
Megan Piper	Director, Piper Gallery and The Line Megan is a contemporary art dealer based in London. Her exhibitions look at rediscovering and re-evaluating artists who have been working since the 60s and 70s. She also manages private sales and acquisitions of secondary market work. Megan is the co-founder of The Line, London's first dedicated modern and contemporary art walk alongside the lower River Lea.
UPDATE OVER THE LAST 12 MONTHS	The Group completed its term and members stood down at its last meeting in 2017. Our MoU with the Arts Council England is due to expire this year, so as a part of our discussions with them about the next iteration, we need to explore whether the programme still needs to be advised by an advisory group. We are seeking a new MoU that will have much closer alignment to our own ten-year strategy and strategic priorities with a greater emphasis on participatory arts and engagement.

ENVIRONMENTAL ADVISORY GROUP – MARCH 2019

NAME OF THE GROUP	ENVIRONMENTAL
TRUST LEAD DIRECTOR	Heather Clarke, Strategy, Engagement & Impact Director
TRUST LEAD MANAGER	Peter Birch, National Environmental Policy Advisor
CHAIRED BY	Ed Mitchell
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Ed Mitchell (as Chair)	Director of Environment Pennon Group, Wastewater Operations Director South West Water. Formerly: Independent Chair/Deputy Chair at South West Water and Director at the Environment Agency, with background in the water industry.
Rafid Al Khaddar	CIWEM representative. University Professor, has supported research/volunteering links for Environment team.
Caroline Essery	Caroline has worked as an ecologist for over 20 years promoting and advising on the sustainable management of watercourses. Currently with the Environment Agency advising on a wide range of topics relating to the conservation and enhancement of the water environment
Bruce Lascelles	Head of natural environment team at Hyder (the Trusts PSC consultant, now a division of Arcadis)
Arlin Rickard	Chief Executive of the Rivers Trusts, strong advocate for Water Framework Directive issues especially Fish Passes – has supported the Trust in a pragmatic approach with Environment Agency and helped to leverage external funding for fish passes on our weirs
Lindsay Frost	Chartered Town planner, former local planning officer
Angela Mayson	Head of Living Landscapes South for Derbyshire Wildlife Trust
Duncan Mackay	Principal Advisor – Reconnecting People & nature team – Natural England; supports our MoU with Natural England and ongoing Chief Exec liaison
UPDATE OVER THE LAST 12 MONTHS	The Group provides a useful insight and shared knowledge on the external context for its environmental work with senior colleagues from a range of backgrounds and involvement with key potential partners such as water companies (the Chair is Environment Director for the South West Water/Veolia group), environmental NGOs and regulators. It presents papers on its position on current issues and this has helped develop environmental strategy since 2012. The group didn't have a full programme of meetings in 2018 but do have a full set for 2019 covering key areas such as Biodiversity Net Gain, Plastic & litter, and Air Quality, which are all areas of Government activity and of ongoing importance to the Trust. Discussions have also been held with Lucie Unsworth on the potential for involving Youth Ambassadors as part of the Year of Green Action. With increased activity in DEFRA on a wide range of environmental issues driven by BREXIT opportunities and the Government's 25-year Environment Plan, the Group remains a useful tool.

FREIGHT ADVISORY GROUP – MARCH 2019

Over the past 12 months the Group has been dormant. The Group was established as a task and finish group to help the Trust draft its Waterborne Freight Policy. It can be recalled if the Group's expertise is required further.

NAME OF THE GROUP	FREIGHT
TRUST LEAD DIRECTOR	Sean McGinley, Yorkshire & North East Regional Director
CHAIRED BY	David Quarmby
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
David Quarmby, Chair	Respected transport professional with a wealth of experience encompassing business, government, public bodies and academia Attends the NE Waterway Freight Stakeholder Group
Mike Garratt	Regularly attends the NE Waterway Freight Stakeholder Group
Mark Grimshaw-Smith	Available to be recalled to the Advisory Group if required
James Hookham	Available to be recalled to the Advisory Group if required
David Lowe	Regularly attends the NE Waterway Freight Stakeholder Group
Ian Wainwright	Available to be recalled to the Advisory Group if required
John Dodwell	Proxy Advisory Group Member and regularly attends the NE Waterway Freight Stakeholder Group
UPDATE OVER THE LAST 12 MONTHS	The Freight Steering Group brings expert advice from the waterborne freight sector to the Trust to advise on the growth of freight on our waterways. The group was formed as a recommendation of the Trust's freight policy and leads on the development of our ambitions, programmes and approaches. Members reflect a broad range of interests and organisations from across the sector. A major milestone for the group in 2018 was the award of over £3m of funding to create a Port of Leeds at Stourton, a freight terminal, which will provide the opportunity to bring 500,000 tonnes of aggregates into Leeds avoiding the need for many HGV movements on our roads; but the ambitions of the group go far beyond this, including improvements to our infrastructure to allow even more freight to be carried. The group meets 4 times a year, to discuss and advise on freight matters at a strategic and technical level, and provides useful insights and shared knowledge on the external context for our strategy.

HERITAGE ADVISORY GROUP – MARCH 2019

NAME OF THE GROUP	HERITAGE ADVISORY GROUP
TRUST LEAD DIRECTOR	Heather Clarke, Strategy, Engagement & Impact Director
TRUST LEAD MANAGER	Naiomi Kempton, National Heritage Policy Advisor
CHAIRED BY	Nigel Barker-Mills
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Nigel Barker-Mills, Chair	Former London Director at Historic England. Has a wealth of experience and knowledge covering heritage assets and the historic environment
Peter Brown	Member of the Railway & Canal Historical Society and boater. Also on the Trust's Council
Harriet Devlin	Historic Conservation course leader at Birmingham City University
Keith Falconer	Retired English Heritage Head of Industrial Archaeology. Expert consultant
Edward Holland	Formerly with Prince's Regeneration Trust, now a heritage consultant
Nicki Schiessel Harvey	Senior lecturer within Birmingham City University's School of Engineering & the Built Environment. Assistant HLF monitor for the Cotswolds and the Droitwich canal projects
Jane Kennedy	Director of Purcell: architects, designers, heritage consultants
John Yates	Architect, historic boat and industrial heritage specialist. Past chairman of the Boat Museum Trust and a former chair of the Institute of Historic Building Conservation. He is also a member of the West Midlands Regional Advisory Board and a member of the Trust's Council
Nigel Crowe	Formerly the architectural heritage officer for the British Waterways Board and then head of heritage for British Waterways and the Canal & River Trust. Over 30 years' experience of working in conservation, management and interpretation of historic buildings and archaeological sites.
UDATE OVER THE LAST 12 MONTHS	Keen to re-purpose and re-shape the group, the chair will lead and influence the membership to embrace and champion the role of heritage in improving wellbeing and to seek to better reflect and respond to the changing challenges within the heritage sector (as reflected in the new National Lottery Heritage Fund strategic funding framework and emphasis of place-based approach by Historic England and others). We are wanting to re-purpose the group so that it provides policy insight and acts as a sounding board, eg, on developing guidance and training programmes for the implementation of the Listed Building Consent Order (if and when granted by Government) and is an advocate for the Trust and our heritage objectives rather than seeking to 'police' or ratify decisions made by Trust colleagues including Heritage Advisors, Planners and others, to the detriment of their professional judgement. It is proposed that the group should meet 3 or 4 times a year, to discuss and advise on heritage matters at a strategic and technical level, especially those that may be innovative or controversial.

MUSEUMS ADVISORY BOARD – MARCH 2019

NAME OF THE GROUP	MUSEUMS ADVISORY BOARD
TRUST LEAD DIRECTOR	Stuart Mills, Chief Investment Officer
TRUST LEAD MANAGER	Graham Boxer, Head of Museums
CHAIRED BY	Sam Mullins, Director London Transport Museum
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Sam Mullins	Director London Transport Museum Sam's career has been based on a passion for museums, their narratives and their potential as spaces for education, engagement and entertainment. He has led the creation and development of this potential in a number of museums through a strong personal vision, strategic awareness and an ability to build creative and aspirational teams. Specialties: Sustaining creative teams, advocacy, interpretation, strategic development, stakeholder relations.
Jonathan Bryant	Consultant, Roseangle Jonathan has a record of strategic, planning and operational success in the heritage business - a career which began as a student volunteer on the Wey & Arun and Droitwich Canals. He now runs a small company, Roseangle, which provides consultancy and interim management services. It specialises in developing new roles for fixed, moveable and intellectual heritage assets.
Emma Chaplin	Consultant, Heritage and Museum Services Emma is an experienced museum professional, having worked in curatorial and senior management roles in independent and local authority museums for over 20 years. Emma's area of expertise is in museum collections management and has managed her own successful museums and heritage consultancy business since 2009, working with clients across the UK, ranging from national organisations to volunteer run museums. Emma was formerly Keeper of Collections at the (then) Boat Museum in Ellesmere Port.
Bill Ferris	Chief Executive, Chatham Historic Dockyard Trust Trained as an accountant, Bill has had a varied career. He ran his own wholesale and retail bakery business in Devon for six years before moving into the heritage sector in 1988, when he became the first Commercial Manager at the Yorkshire Mining Museum (now the National Museum of Coalmining), seeing it through its last phases of development and early years of operation. Bill went on to run a series of "commercial" heritage projects for Heritage Projects Ltd and became their Operations Director for seven years responsible for seven projects nationally with combined visitor projections in excess of 1 million per annum. He joined Chatham Historic Dockyard Trust, as Chief Executive, in December 2000, to develop a strategy that would lead to long-term revenue sustainability. More than £40 million has been raised to invest in the site and today there are 115 homes, more than 100 businesses on the site and annual

	visitor numbers are 170K, combined activities generate more than £16m to the local economy. Bill was awarded the OBE for Services to Heritage in the 2011 Queen's Birthday Honours and was made a Deputy Lieutenant of Kent in January 2016.
Rob Lansdown	Consultant, Platanus London Drawing on his experience leading many architectural, narrative, media and IM projects, Rob hs formed a small consultancy, Platanus London, to work with not-for-profit institutions and their professional teams. Focusing of functional, architectural and system developments, specifically aimed at creating sustainable and resilient institutions. As a keen walker, Rob has acted as a Lead Volunteer Towpath Ranger for the Trust in the London Area for the last four years and joined many towpath taskforce workdays.
Andrew Lovett	Chief Executive, Black Country Living Museum Andrew has 20 years senior-level experience, working in the museums, leisure, arts, heritage and protected landscape sectors. He is a member of the National Museums Directors Council and the Association of Independent Museums Council. Also the co-founder of the Museums and Resilient Leadership Programme, led by Black Country Living Museum and designed to help those working in the cultural sector build resilient organisations for the 21st Century.
Marilyn Scott	Director, The Lightbox Marilyn is a Director of the UK Gallery and Museum, The Lightbox, which opened in September 2007. She has spent her career in museums and worked in national, regional and local museums and The National Trust. Marilyn set up the Museums MA programme at The University of Greenwich. More recently, she has been a consultant on a number of new museum developments. Her strengths are fundraising, governance and business planning. Marilyn is an AIM Council member and Trustee of a number of museums and heritage organisations.
Dr Matthew Tanner MBE	Director, SS Great Britain Matthew has worked in the heritage sector for some 25 years, formerly for the Scottish Fisheries Museum and National Museums Liverpool. He was appointed Director & Chief Executive of the ss Great Britain Trust in 2000. In 2010, Matthew led the project to create the new Brunel Institute learning and archive centre in Bristol, incorporating the National Brunel Archive. He is a Vice Chairman of the Association of Independent Museums, a Trustee of the Black Country Living Museum Ltd, sits on the regional board of Arts Council England, and advises on many other museum projects. He is a Non-Executive Director of Destination Bristol Ltd and a member of the Bristol Chamber of Commerce and Initiative. He chairs the Bristol Harbourside Forum, and is a Vice President of Underfall Trust. Matthew was awarded a Doctor of Laws Honorary Degree from the University of Bristol in July 2015 in recognition of his work to turn the ss Great Britain into one of the region's finest landmarks.

Robert Turner	Director, Eura Robert is a founding director of Eura Conservation Ltd with 30 years' experience covering all aspects of conservation. He is a member of Icon, The Institute of Conservation; the International Institute of Conservation; the Museums Association; RICS, the Royal Institute of Chartered Surveyors; the Historic Metallurgy Society and The International Committee for the Conservation of Industrial Heritage. Robert is an accredited conservator, an accreditation assessor for Icon and a screening panel member for the BEKO Award for Conservation in the Community. He was Eura's internal mentor for two pilot programmes for Icon's Conservation Technician Qualification Scheme. Robert was the ss Great Britain's conservation consultant, funded by the Heritage Lottery Fund, for the production of Volume 2 of the Conservation Management Plan. With the Director of the ss Great Britain Trust, he developed the concept of the "glass sea", the water-covered glass waterline plate that allowed preventive conservation to be applied to 75% of the ship. He was the conservation director and project manager for the subsequent contract where preventive and interventive work was carried out on the ship. Eura was runner up for the Pilgrim Trust Conservation Award for this project.
UPDATE OVER THE LAST 12 MONTHS	The Museum Advisory Board was formed in 2016 to advise the Trust Executive Team on all matters relating to the management and operation of the Museums. Although the Board has not met since September 2017, contact with the Board has been maintained and individual members have been consulted as and when necessary. The Board is due to meet again in April 2019.

NATIONAL ANGLING ADVISORY GROUP – MARCH 2019

NAME OF THE GROUP	NATIONAL ANGLING
TRUST LEAD DIRECTOR	Julie Sharman, Chief Operating Officer
TRUST LEAD MANAGER	Jon Horsfall, Head of Customer Service Support and John Ellis National Fisheries & Angling Manager
CHAIRED BY	Professor Emeritus Ian Trayer
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Ian Trayer, Chair	An angler for more than sixty years, Ian is a retired professor of biochemistry. Now volunteer Fisheries Officer for Barnt Green Waters Ltd, who manage the Bittell Reservoir SSSI complex, Ian has a specific interest in water quality, genetics and aquatic ecosystem management
David Kent	Board member of The Angling Trust. Chairman of The Angling Trust Freshwater Group. David has volunteered in numerous capacities in fisheries and angling for over 40 years. David plays a lead role in the organisation of joint Canal & River Trust and Angling Trust competitions. David is also a Canal & River Trust Council member
Kye Jerrom	A fisheries technical specialist with the Environment Agency Anglian Region (Cambridgeshire & Bedfordshire), Kye is lead for fisheries ecology, legislation, fisheries management and angling along with angling participation and Voluntary Bailiffing Service. Kye is also a Division One national angler.
Alan Hughes	Alan has spent his working life operating the high voltage electricity network for Scottish & Southern Energy. He was offered the voluntary position of General Secretary and Trustee for Reading & District Angling Association and has spent the last eighteen years in that role. Alan sits on several committees and is Chairman of the Upper Thames Fishing Consultative.
Peter Fieldhouse	A volunteer director of the Professional Anglers Association with close links to National Fishing Month. Peter remains an active deliverer of angling coaching activity throughout the Midlands and is actively involved in the Trust's Let's Fish Campaign
Andy Wedgbury	Lifelong angler. Currently a PhD student with the University of Worcester doing pioneering work into the socio-historical aspects of the angling community. Andy believes strongly that we should start to put the Angler back into Angling if we are to make progress in securing a future for Angling
Dick Pilkinton	Chairman of The Tring Anglers and a South East Partnership Board member, Dick remains an active angling coach and is involved through his club and the South East partnership in the Trust's Let's Fish Campaign. He is also a keen boater
Dan Griffiths	An angler for 20 years. Has worked in the fisheries industry for 6. Studied fisheries management and aquaculture at Sparsholt College and completed an MSc in environmental management.

	Currently employed as a fisheries officer by the Environment Agency.
Dennis Hunt	Dennis has fished the canals for over 50 years and served significant time as a committee member, Treasurer and Chairman of Luton Angling Club.
Andy Strickland	A retired chartered accountant, Andy is now the general secretary of Prince Albert Angling Society, the largest angling club in the UK with around 10,000 members. He manages a portfolio of over 200 fisheries including over 40 that are owned outright and more than 20 SSSI's, including sections of the Montgomery Canal SSSI
UPDATE OVER THE LAST 12 MONTHS	The group was established in 2011 to advise the newly created Trust around its fisheries & angling function. It has consistently met three times per annum (March, July and November) since its inception. It's 11 current members are active supporters and play an important role as critical friends and sounding board for future ambitions. Chaired by Emeritus Professor Ian Trayer, members include the National Council angling nominated representative, a regional advisory board member, regulators and a range of fisheries and angling stakeholders with canal, river and stillwater fisheries interests in both England & Wales. The group have helped us refine and develop our Let's Fish work and the July 2018 meeting featured a visit to an event in progress at Middleport Pottery. The group had a major and ongoing input into the development of the new, EA led, National Angling Strategy. From time-to-time, sub-groups are set-up to work on specific topics such as the current review of the terms and conditions of the Trust's agreement document for fishing rights. In the past couple of years, the group have been extremely supportive around our challenges of management of non-native invasive fish species and members were supportive behind the scenes around the Unlocking the Severn project. The group should probably be renamed the fisheries and angling advisory group to better reflect the breadth of areas that it covers.

NAVIGATION ADVISORY GROUP (OPERATIONS) – MARCH 2019

NAME OF THE GROUP	NAVIGATION ADVISORY GROUP (OPERATIONS)
TRUST LEAD DIRECTOR	Julie Sharman, Chief Operating Officer
TRUST LEAD MANAGER	Jon Horsfall, Head of Customer Service Support
CHAIRED BY	Mike Carter
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Mike Carter, Chair	Boat safety scheme examiner and boat surveyor, member of CBOA
Gareth Jones	Private Boater, joined group January 2018. Gareth is a member of the RBOA
Sue Cawson	Private Boater, Navigation officer HNBC
Kevin East	Access Officer, British Canoeing
David Fletcher	Private Boater & Boat Safety Scheme Technical Committee Chair
Steve Wood	Private Boater, joined group January 2018. Steve is a Committee member and work party organiser for the Burslem Port Trust, leads the Uttoxeter Canal project, and is Deputy Chairman of IWA North Staffs & South Cheshire Branch
Nigel Stevens	Proprietor Shire Cruisers and a Member of the North West Regional Advisory Board
Lee Wilshire	A member of London's Better Relationships Group and is working on a number of projects on the canal network, from affordable moorings to a recycling barge. Lee, who is a planner and urban designer, lives on his boat. He was previously a member of the Navigation Advisory Group Licensing & Mooring
Vaughan Welch	Council Observer, Elected Member, Private Boating
David Gibson	Council Observer, Ramblers Association
UPDATE OVER THE LAST 12 MONTHS	Originally comprising of 2 sub groups - 'Operations' and 'Licensing and Moorings' - both groups worked with the Trust in these 2 areas. Following a review in 2018, and alongside the conclusion of the licensing review, the sub-group 'Licensing and Moorings', having achieved its purpose, came to an end. The operations NAG is now a single group having added some membership from the L&M sub-group. They general comprise experienced boaters and other water users such as canoeing and have been very supportive and constructive as a sounding board for the operations team.

VOLUNTEERING ADVISORY GROUP – MARCH 2019

NAME OF THE GROUP	VOLUNTEERING
TRUST LEAD DIRECTOR	Sean McGinley, Yorkshire & North East Regional Director
TRUST LEAD MANAGER	Edd Moss, National Volunteer Manager
CHAIRED BY	Gennie Dearman
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Gennie Dearman (Chair)	Chief Operations Officer at the Engineering & Development Trust
Mike Elliott	Operations Director at the Cats Protection League (previously National Trust Volunteering & Community Involvement Manager)
Dominic Higgins	Nature & Wildlife Manager, The Wildlife Trusts
Alex Nicholson-Evans	Volunteering Development Team Leader at the Birmingham Museums Trust
Mike Palmer	Inland Waterways Association Trustee and Director & Chair, Waterway Recovery Group
Jon Stopp	Member of the North West Regional Advisory Board and a Lead Volunteer
Dame Hilary Blume	Founder & Director of the Charities Advisory Trust
Rebecca Stewart	Independent (formerly Head of Volunteering at Age UK)
UPDATE OVER THE LAST 12 MONTHS	The Group has served 8 years bringing expert advice from the wider sector to the Trust. Based on proposals from the Chair (Gennie Dearman) following conversations with members of the group in 2018, the group is being wound-up as it is felt that there is no longer a need for it. A final meeting is planned for 28 May 2019 when Richard will attend to thank all those involved. It has been suggested by Gennie that a replacement sounding board may be appropriate, made up of volunteers from within the Trust and possibly external experts, to be consulted as and when this is needed.

YOUTH ENGAGEMENT ADVISORY GROUP – MARCH 2019

NAME OF THE GROUP	YOUTH ENGAGEMENT ADVISORY GROUP
TRUST LEAD DIRECTOR	Heather Clarke, Strategy, Engagement & Impact Director
TRUST LEAD MANAGER	Jon Horsfall, Head of Customer Service Support & Lucie Unsworth, National Youth Engagement Manager
CHAIRED BY	Louis Howell
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Louis Howell	Louis is a dynamic and rounded professional with experience that spans the voluntary youth sector, education sector and the world of small business. Today, he runs a marketing transformation company, co-runs an educational social enterprise and is a trustee and volunteer at 2 small London-based charities. His work with the Canal & River Trust began when he worked on the Action Squad's programme, headed up by NCVYS, which engaged and supported young people in social action across the canal network. This partnership, combined with the fantastic relationship maintained with the team since then, has seen Louis come back regularly to train the Trust's staff and volunteers on the most effective ways of engaging and working with young people. Louis has recently been appointed Co-opted Member for Youth of the Trust's Council
Jamie Agombar	Head of Sustainability at National Unions Students (NUS)
Jon Boagey	Operations Director and Deputy Chief Executive at the National Youth Agency
Kayleigh Wainwright	Head of Membership & Policy, UK Youth
Chloe Donovan	Young facilitator in East of England and development officer for Young People's Skills. She has been active in youth participation since the age of 12. She's a member of the Connexions youth council, was a member of the UK Youth Parliament, and led a planning group for the Young Partners Award. Chloe was previously a co-opted member for youth of the Trust's Council
UPDATE OVER THE LAST 12 MONTHS	Established in 2012, the purpose of the YEAG is to provide expert advice and guidance to the Trust on the development of our youth engagement strategy, programmes and approaches. Members reflect high profile organisations from across the youth sector including: National Youth Agency, British Youth Council, UK Youth, National Union of Students (NUS), Step Up to Serve and previously the Scouts Association. Since it was established, the YEAG has been chaired by a young person, currently Louis Howell. A major milestone for the group has been supporting the development of the Trust's first Youth Engagement Framework in 2017. At the most recent meeting in December 2018, the group discussed a renewed purpose; membership to maximise its value within the new regional structure and align with the Trust's new focus as a waterways and wellbeing charity; and the implications of the new research

	report jointly produced by National Union of Students (NUS), IEMA and The Equality Trust on Race, inclusivity and environmental sustainability which has revealed that the environment profession is amongst the least diverse occupations in the UK. It was proposed that its remit and membership may expand to include skills and learning and support the development of cross-departmental initiatives such as Defra's Year of Green Action and to engage with other advisory groups such as Heritage and Environment, to discuss how to address the skills shortage issue.

Board Meeting
21 March 2019
Information/Decision Report
Trust405
Items in red confidential and subject to legal privilege

GOVERNANCE MATTERS FOR APPROVAL

Tom Deards, Head of Legal & Governance Services

1 PURPOSE

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

2 RECOMMENDATIONS

2.1 Trustees are invited to

2.1.1 Approve the appointment of Directors of The Waterways Trust and associated Trust subsidiaries (Section 2 & Appendix 1)

2.1.2 Approve the recommended changes in the Waterways Pensions Trustees Limited (Section 3)

2.1.3 Pass the resolution to update the delegation arrangements for the sealing and certification of documents on behalf of the Trust (Section 4 & Appendix 2

2.1.4 Note the Trust's corporation status certificate (Section 5 & Appendix 3)

2.1.5 Agree the changes to Trust's and subsidiaries' bank signatories (Section 6 & Appendix 4)

2.1.6 Ratify the Appointments and Renewals/Extensions for Members of the Regional Advisory Boards (Section 7 & Appendix 5)

3 APPOINTMENT OF DIRECTORS OF THE WATERWAYS TRUST AND ASSOCIATED SUBSIDIARIES

3.1 The Trust acquired The Waterways Trust (a waterway restoration charity) alongside its subsidiaries (including Ribble Link Construction and Operation Limited and the Rochdale Canal Company) in 2012 and The Waterways Trust subsequently transferred all its assets (including its shareholdings in its subsidiaries) to the Trust in 2013. A copy of the Trust's current group structure is included at Appendix 1.

3.2 The Waterways Trust is kept in existence as a shell entity as individuals do still leave legacies to The Waterways Trust in their wills. Both Ribble Link Construction Operation Limited and the Rochdale Canal Company do still hold assets (including land), although the Trust is in the process of transferring these assets to the Trust, at which point both these subsidiaries will be wound up.

3.3 Following the imminent retirement of 2 Directors of these entities - Steve Pullinger (the Trust's Pensions & Tax Manager, and Paul Fendrich (Trust Senior Property Lawyer) there is a need to appoint new Directors.

3.4 In the Trust's Scheme of Delegation, one of the matters reserved for the Trust's Board is to approve the appointment or removal of directors of subsidiaries.

3.5 Trustees are asked to approve the appointments of

- Brian Casey (Trust Head of Estates) and Kate Dunwoodie (Trust Senior Property Lawyer) as Directors of The Waterways Trust (Tom Deards is already a Director)
- Tom Deards, Brian Casey and Kate Dunwoodie as Director of The Rochdale Canal Company
- Tom Deards, Brian Casey and Kate Dunwoodie as Directors of Ribble Link Construction and Operation Limited

4 APPROVAL OF CHANGES TO THE WATERWAYS PENSION TRUSTEES LIMITED

4.1 At the last Board meeting of the Waterways Pensions Trustees Limited the resignation of Mike Moskot (Trust CDM Co-Ordinator) as the UNISON nominated Director was noted and the appointment of Spencer Green (Trust Project Manager) as the replacement UNISON nominated Director and Steve Pullinger as the pensioner nominated Director was recommended.

4.2 As the sponsoring employer, the Trust's Board is required to ratify the appointments as recommended by the Board of The Waterways Pensions Trustee Limited. Trustees are asked to approve the appointments as recommended.

5 AUTHORISATION OF PERSONS WHO MAY AUTHENTICATE APPLICATION OF THE COMPANY SEAL OF THE TRUST AND CERTIFICATION OF DOCUMENTS ON BEHALF OF THE TRUST

5.1 Part of the scheme of delegation approved by the Board deals with authorising certain individuals to apply the Common Seal of the Trust to documents. Given the coming retirement of Paul Fendrich from the Trust's Legal team, the Board is asked to authorise the removal of his name from the person authorised to use the Common Seal of the Company to documents implementing approved transactions with effect from 30 March 2019.

5.2 Three new Solicitors have recently joined the Trust, Alex Newborough, Scott Lo and Kate Dunwoodie and the Board is asked to approve the addition of their names to the list of persons authorised to use the Common Seal.

5.3 In addition, the Trust is required in certain documents to give certificates in compliance with sections 117 to 126 of the Charities Act 2011. Those sections concern regulatory due diligence in respect of dispositions of land by or to the Trust. The Board is asked to resolve that the same members who are authorised to

use the Common Seal are also authorised to certify documents in compliance with sections 117 to 126 of the Charities Act 2011.

5.4 A combined resolution (attached as Appendix 2) is proposed to approve the use of the Common Seal and the certification of documents (by the list of persons updated as per the above) for the purposes of enabling the Trust to provide a copy of this resolution to third parties where evidence is requested that the individuals using the Common Seal and certifying documents are duly authorised.

6 TRUST'S CORPORATION STATUS OF THE WATERWAYS INFRASTRUCTURE TRUST

6.1 Following the Board's approval in July 2018 that the Trust apply for corporation status in relation to its trusteeship of the Waterways Infrastructure Trust, the application was duly made to the Lord Chancellor.

6.2 The Lord Chancellor has approved the request, the signed Trust Corporation certificate is attached as Appendix 3. Redacted.

7 CHANGES TO THE BANK MANDATE

7.1 Following a number of changes in personnel within the Trust, it is timely to review and update the approved list of bank signatories. Appendix 4 sets out changes to the list of bank signatories proposed by the Finance Director for Board approval.

8 REGIONAL ADVISORY BOARDS

8.1 Appointment of North West Regional Advisory Board Chair. Following a rigorous recruitment process, **Professor Nigel Weatherill DL** has been appointed Chair of the North West RAB and has taken up his 1st term until 28 February 2022.

After graduating in mathematics, Nigel's first job was as mathematician in the Research Team of Anglian Water Authority. He has held senior positions in the UK at Swansea (1986-2008), Birmingham (2008-2011) and Liverpool John Moores (Vice-Chancellor 2011-2018). He has held positions around the world, including Adjunct Professor at the US National Science Foundation Engineering Research Centre, Mississippi State University and Scientist-in-Residence, Singapore. He has had national responsibilities, including Executive Director of the National Higher Education STEM Programme for England and Wales. He Chaired the Commission on Environmental Sustainability for the Mayor of Liverpool. Until recently, Nigel was the Honorary Colonel of the Liverpool University Officer Training Corps, a Board Member of the CBI North West Regional Council and the Local Enterprise Partnership for the Liverpool City Region. He is a member of the Arts Council (North). He was appointed Chair of the Royal Liverpool Philharmonic in 2015 and Chair of the Royal Court Liverpool in 2018. Nigel is a Fellow of the Royal Aeronautical Society, a Fellow of the Institute of Mathematics and Its Applications and a Companion of the Chartered Management Institute. He is a Chartered Mathematician, Chartered Engineer and Chartered Scientist. He is a Fellow of the Royal Academy of Engineering and the Royal Society of the Arts, an Honorary Fellow of Swansea University and an Honorary Member of the Liverpool Medical Institution. In April 2016 Nigel was commissioned as a Deputy Lieutenant of Merseyside. In March 2018 he was elected an Honorary Bencher of the Middle

Temple, in July 2018 was made an Honorary Friend of Liverpool Institute for Performing Arts and in October 2018 was recognized as an Honorary Fellow of the Manufacturing Technology Centre.

8.2 As noted at the last meeting, Chairs were generally keen to bring forward recruitment of new RAB Members whilst ensuring that sufficient experience and skills were retained to cover the transition from Waterway Partnerships to Regional Advisory Boards. East Midlands, West Midlands and Yorkshire & North East are currently advertising for new members, with others to follow shortly.

8.3 Following the restructure of the Trust in June 2018, a number of members of the Partnerships, whose terms were imminently due to expire, were extended for a further year to 30 April 2019 whilst the new Regional Advisory Board Chairs considered the way forward.

8.4 Several terms are now due to expire and Trustees are asked to ratify the extensions and renewals of Members below, as well as ratifying new appointments. Where Members are put forward for 3rd terms (i.e. over the recommended maximum 2 terms in the RAB Terms of Reference), RAB Chairs have put forward exceptional reasons to preserve continuity and retain key skills.

8.5 A full list of Regional Advisory Board Members and the date of their terms of office is included as Appendix 4

8.6 New Member Appointments

8.6.1 East Midlands

Jane Stubbs, 1st term, 3 years to 31 March 2022.

Jane currently works as a volunteer for the Canal & River Trust as a Lock Keeper on the River Trent, which gives her an ideal understanding and insight into the work of the Trust. Her interest in her local waterways stems back over the past 34 years and she enjoys the interaction and promotion of the waterways with customers and volunteers. Jane is a retired Police Officer having served 30 years in a variety of roles and ranks. Amongst many transferrable skills and abilities, she brings her experience and involvement in partnership and community work at both practical and strategic levels.

8.6.2 West Midlands

Councillor Waseem Zaffar MBE, 1st term, 3 years to 31 March 2022

Cllr Zaffar is Cabinet Member, Transport & Environment, at Birmingham City Council, and Labour Councillor for Lozells, the area in which he was born and brought up. He was for many years a local magistrate, as well as the CEO of a local not-for-profit organisation and has had his community work recognised by a number of awards, including an MBE for services to the voluntary sector. Waseem is also a non-Executive Director at the Sandwell & West Birmingham NHS Trust, which includes City Hospital, and he chairs the Charity Funds Committee. He developed the successful Birmingham Heritage Week now in its third year, promoting the Birmingham story – learning, achievements and contributions of the communities. Waseem is also a Governor of the school he attended and a member of Unite.

8.7 Renewals and Extensions.

8.7.1 East Midlands

Shirley Rogers, 3rd term, 3yrs to 30 April 2022

Shirley worked for many years in sales and marketing before moving out to the Middle East with her husband. On her return she worked in administration management with the NHS and now works part time for a small engineering company. She enjoys sewing, cycling and rowing, but most of her spare time is spent volunteering with her local church, Pilgrim Hospital, the Children's Society and Canal & River Trust.

8.7.2 London & South East

Dick Pilkinton, 3rd term, 3 yrs to 30 April 2022

Dick has been an angler since 1960 and has been involved in coaching and angling events for a number of years. Since the creation of the Trust, angling has really come to the forefront of their thinking. Dick is extending his term to help carry this forward with the new branding and philosophy of the Trust. As well as angling, he and his wife enjoy narrow boating holidays on many parts of our network, indulging in his other main interest - heritage. He often gives talks on the Tring reservoirs and their history and is Chairman of his Local History Society.

Jim Crooks, 3rd term, 3 yrs to 30 April 2022

Jim Crooks is a chartered civil engineer who has spent over 40 years in the construction industry as a consultant, a contractor and a developer. Jim has taken his love of managing complex construction into volunteering. Since retirement he has devoted more time to personal interests including history of the built environment and its effect on people; conservation of water related structures; and promoting understanding of the waterways. Jim and his wife have a narrow boat, an 18th century house in need of tlc, a garden full of wild life and an allotment.

8.7.3 North West (to be confirmed by new RAB Chair prior to the Board Meeting):

Keith Sexton, 2nd term extension to 30 April 2020

Former director of environment, health and safety for the Amey Group. Previously chair of environmental partnership of the City of Birmingham where he was elected as regional West Midlands "Green Leader", Keith has a first degree in engineering and a master's degree in environmental management.

Tayo Adebowale, 3rd term, 3 years to 30 April 2022

Director of Cirkadia, and environmental consultant, with a PhD in water quality/management. Tayo has over 20 years' experience in governance, including 9 years as a national non-exec director within the public sector; she is currently a Board Member of the North West Environment Agency

Regional Flood and Coastal Committee, and a branch member of the Chartered Institution of Water and Environmental Management.

Iain Taylor, 3rd term, 3 years to 30 April 2022

Director, IMT Consulting and Executive Director of Atlantic Gateway, Chair of Community Forests Trust and Chair of the NW Forestry and Woodlands Advisory Committee. Governor of St Anne's Primary School.

8.7.4 South West (for information)

At the January Board meeting, **Richard Watson** was ratified for an extension to his 1st term of 1 year. However, he has now informed us that he will be stepping down when his current term expires on 30 April.

8.7.5 West Midlands

(Adam) Campbell Boyle, 2nd term, 3 years to 30 April 2022

Campbell lives with his wife in Gnosall by the Shropshire Union Canal, where they moor their narrow boat. After service in the Royal Engineers, he worked as a Civil Engineer, becoming a Director in the UK and subsequently a Director of major projects in Saudi Arabia, Nigeria, and Algeria, where he managed over two thousand employees. In the UK, Campbell worked with the Government and the Promoters of PFI projects, then became Chair of a Health Sector Public/Private company for seven years. In the Voluntary Sector, Campbell is a Trustee and former Chair of a recycling charity, and a former Board Member of a European Social Fund initiative.

John Yates, 2nd term, 3 years to 30 April 2022

John Yates has had a lifetime's involvement in the historic environment, and industrial heritage in particular. He is now retired, after a career that included 27 years as an English Heritage/Historic England Inspector. He is a former Chair of the Institute of Historic Building Conservation, who nominated him for our Council. He has also serves on the Trust's Heritage Advisory Group, the former North Wales & Borders Partnership, Montgomery Canal Partnership and Historic Boat Advisory Panel. He and his wife Sue have been boaters since the 1970s, and own historic narrow boat, 'Buckden'.

Laura Shoaf, 2nd term, 3 years to 30 April 2022

Strategic Director of Transport for the West Midlands Integrated Transport Authority, Laura is responsible for the provision of transport policy and strategy advice to the ITA, the Leaders, and Chief Executives of the West Midlands. Laura works collaboratively across the Local Authorities, LEPs and other partners to ensure the best possible outcomes for the West Midlands. A chartered member of the Royal Town Planning Institute, Laura has over 20 years of international experience in delivering integrated economic and spatial regeneration

Councillor Philip Bateman MBE, 2nd term, 3 years to 30 April 2022

Currently a Labour Party Councillor for Wednesfield North in the City of Wolverhampton. A former Mayor of the City of Wolverhampton, awarded an MBE for services to the region's transport in 2004. Previously the Director of Public Affairs at Travel West Midlands, leaving the National Express Group in 2008. Now self-employed operating Phil Bateman Consultancy, working closely with public transport companies including the Confederation of Passenger Transport.

8.7.6 Yorkshire & North East

Hilary Brooke, 3rd term, 1 year to 30 April 2020

Hilary is passionate about the countryside, walking and the waterway corridors. She spent 30 years working in regeneration, involving local communities and the public and private sectors in co-operative decision-making and delivery of programmes. She has spent the past six years as a member of the Trust's North East Waterways Partnership and has promoted Partnership working, Community engagement, Volunteering and Business support. Hilary would like to see the Trust becoming more open to ideas from the outside world and recognising the skills and aspirations of others to build a great future for our waterways.

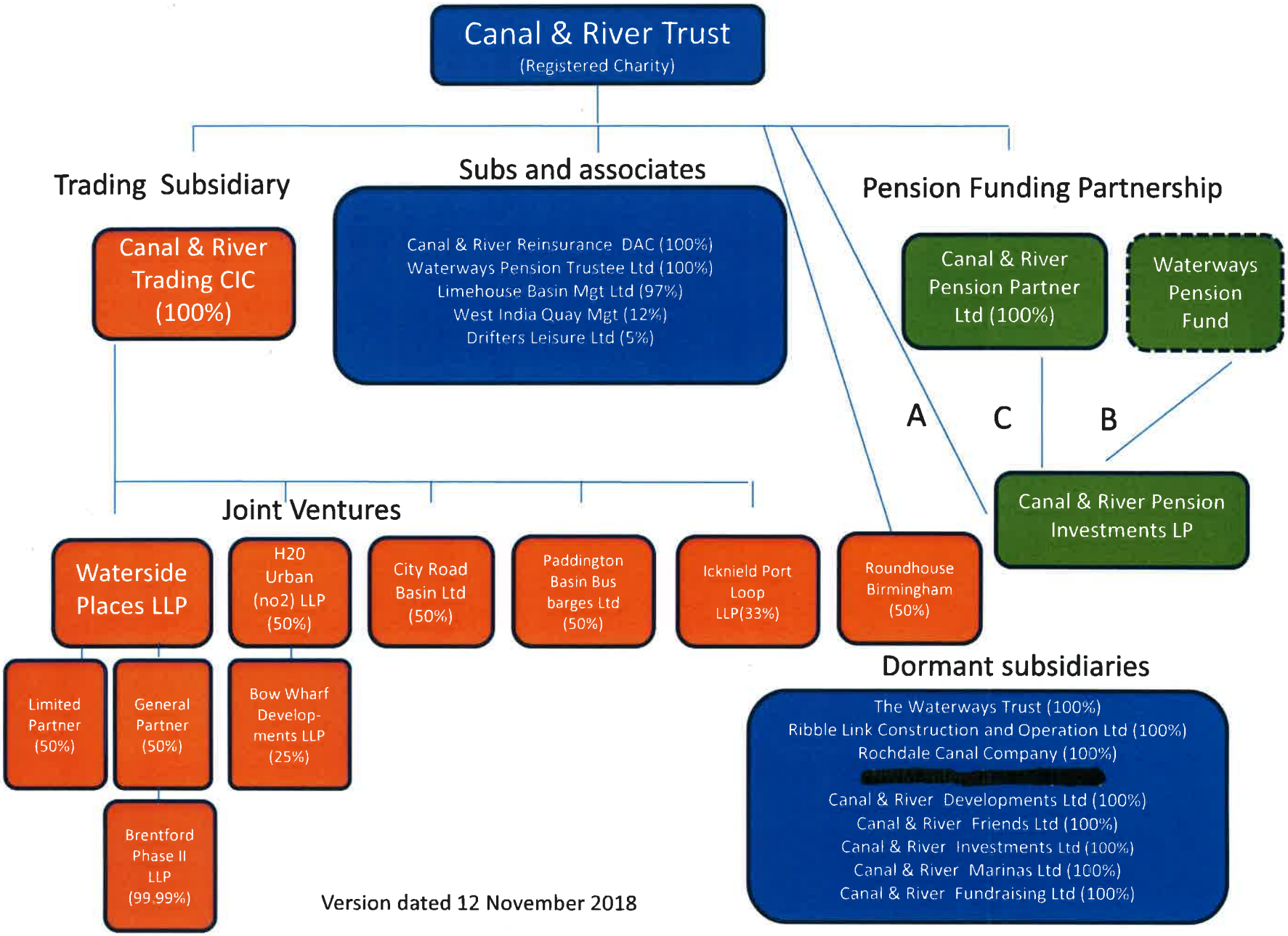
Trevor Roberts, 3rd term, 3 yrs to 30 April 2022

Trevor is a retired police inspector with over 40 years' experience. He is chair of the National Community Boats Association and has set up a Social Enterprise. Trevor is also involved in a range of shared learning projects that have waterways and the engagement of the harder to reach communities as their central focus.

Robin Stonebridge, 3rd term, 2 yrs to 30 April 2021

Robin is the chair of the Chesterfield Canal Trust and has wide experience of working on Boards at local, regional and national level. His doctoral research explored social constructions of virtual working environments. He lives in Anston, South Yorkshire.

Tom Deards
Head of Legal & Governance Services
March 2019


Canal & River Trust
(Registered Charity)
Trading Subsidiary
Canal & River Trading CIC (100%)
Subs and associates
Canal & River Reinsurance DAC (100%)
Waterways Pension Trustee Ltd (100%)
Limehouse Basin Mgt Ltd (97%)
West India Quay Mgt (12%)
Drifters Leisure Ltd (5%)
Pension Funding Partnership
Canal & River Pension Partner Ltd (100%)
Waterways Pension Fund
A
C
B
Canal & River Pension Investments LP
Joint Ventures
Waterside Places LLP
H20 Urban (no2) LLP (50%)
City Road Basin Ltd (50%)
Paddington Basin Bus barges Ltd (50%)
Icknield Port Loop LLP(33%)
Roundhouse Birmingham (50%)
Limited Partner (50%)
General Partner (50%)
Bow Wharf Develop-ments LLP (25%)
Brentford Phase II LLP (99.99%)
Dormant subsidiaries
The Waterways Trust (100%)
Ribble Link Construction and Operation Ltd (100%)
Rochdale Canal Company (100%)
[redacted]
Canal & River Developments Ltd (100%)
Canal & River Friends Ltd (100%)
Canal & River Investments Ltd (100%)
Canal & River Marinas Ltd (100%)
Canal & River Fundraising Ltd (100%)
Version dated 12 November 2018

Annex A.1

Trust Corporations

Law of Property (Amendment) Act 1926

In exercise of the power delegated to me by the Lord Chancellor and Secretary of State for Justice I, Lucy Frazer QC MP, Parliamentary Under-Secretary at the Ministry of Justice, having read the statutory declaration of Tom Deards on behalf of Canal & River Trust, am satisfied that the said Corporation (Company number 07807276) fulfils those of the provisions of sub-section 1 of section 3 of the Law of Property (Amendment) Act 1926 which are applicable to the case of the said Corporation and authorise the said Corporation accordingly to act in relation to charitable, ecclesiastical and public trusts as a trust corporation.

Dated 6 **of** March **2019**

Canal & River Trust
Regional Advisory Board Membership
As at 21 March 2019

Status	(All)

Key Name	Term	Firstname	Keyname	Start Date	End Date
Regional Advisory Board - East Midlands	**1st Term**	Anil	**Majithia**	04-Jun-2018	30-Jun-2021
		Ahtesham	**Mahmood**	30-Nov-2018	30-Nov-2021
		Jane	**Stubbs**	21-Mar-2019	31-Mar-2022
	2nd Term	David	**Pullen**	04-Jun-2018	30-Apr-2019
		Kathryn	**Dodington**	04-Jun-2018	02-Sep-2020
		Matthew	**Easter**	04-Jun-2018	30-Apr-2019
		Valerie	**Holt**	04-Jun-2018	30-Apr-2019
	1st Term Extended	Shirley	**Rogers**	04-Jun-2018	30-Apr-2019
		Tim	**Carter**	04-Jun-2018	30-Dec-2019
Regional Advisory Board - London & South East	**1st Term**	Emma	**Waslin**	04-Jun-2018	15-Mar-2020
		Jenny	**Ballinger**	04-Jun-2018	19-Sep-2019
		Matthew	**Hunt**	04-Jun-2018	13-Jun-2019
		William	**Atkinson**	04-Jun-2018	30-Jun-2021
	1st Term Extended	Dermot	**O'Brien**	04-Jun-2018	30-Jan-2020
		Dominic	**Pinto**	04-Jun-2018	30-Nov-2019
	2nd Term Extended	Dick	**Pilkinton**	04-Jun-2018	30-Apr-2019
		Jim	**Crooks**	04-Jun-2018	30-Apr-2019
Regional Advisory Board - North West	**1st Term**	Gerry	**Proctor**	04-Jun-2018	05-May-2020
		John	**Hatton**	04-Jun-2018	29-Mar-2020
	2nd Term	Nicholas	**Mead**	04-Jun-2018	14-Nov-2020
		Peter	**Jordan**	04-Jun-2018	14-Nov-2020
			Rowlinson	04-Jun-2018	14-Nov-2019
	1st Term Extended	Michael	**Carter**	04-Jun-2018	30-Apr-2019
	2nd Term Extended	Jon	**Stopp**	04-Jun-2018	30-Apr-2019
		Keith	**Sexton**	04-Jun-2018	30-Apr-2019
		Nigel	**Stevens**	04-Jun-2018	30-Apr-2019
		Tayo	**Adebowale**	04-Jun-2018	30-Apr-2019
		Iain	**Taylor**	04-Jun-2018	30-Apr-2019
	3rd Term2	Audrey	**Smith**	04-Jun-2018	14-Nov-2020
Regional Advisory Board - South West	**2nd Term**	David	**Hagg**	04-Jun-2018	31-Mar-2021
	1st Term Extended	Richard	**Watson**	04-Jun-2018	30-Apr-2019
	2nd Term Extended	Edward	**Helps**	04-Jun-2018	30-Apr-2019
		Lois	**Francis**	04-Jun-2018	30-Apr-2019
		Phil	**Hughes**	04-Jun-2018	30-Apr-2019
		Rob	**Dean**	04-Jun-2018	30-Apr-2019
		Robert	**Moreland**	04-Jun-2018	30-Apr-2019
Regional Advisory Board - West Midlands	**1st Term**	Imran	**Mirza**	04-Jun-2018	01-Mar-2021
		John	**McNicholas**	04-Jun-2018	01-Mar-2021
			Hudson	11-Sep-2018	11-Sep-2021
		Waseem	**Zaffar**	31-Mar-2019	31-Mar-2022
	2nd Term	Ewan	**Hamnett**	04-Jun-2018	31-Mar-2022
	1st Term Extended	Adam C	**Boyle**	04-Jun-2018	30-Apr-2019
		John	**Yates**	04-Jun-2018	30-Apr-2019
		Laura	**Shoaf**	04-Jun-2018	30-Apr-2019
		Philip	**Bateman**	04-Jun-2018	30-Apr-2019
Regional Advisory Board - Yorkshire & North East	**1st Term**	Adrian	**Curtis**	04-Jun-2018	27-Apr-2020
		Caroline	**Schwaller**	30-Jun-2018	30-Jun-2021
	2nd Term	Caroline	**Thorogood**	04-Jun-2018	31-Oct-2021
		Richard	**Atkinson**	04-Jun-2018	14-Nov-2019
	2nd Term Extended	David	**Lowe**	04-Jun-2018	30-Apr-2019
		Hilary	**Brooke**	04-Jun-2018	30-Apr-2019
		Peter	**Scott**	04-Jun-2018	30-Apr-2019
		Robin	**Stonebridge**	04-Jun-2018	30-Apr-2019
		Trevor	**Roberts**	04-Jun-2018	30-Apr-2019

Board Meeting
21 March 2019
Information Report
Trust407
Items in Red Confidential

CHIEF EXECUTIVE'S REPORT

1. INTRODUCTION

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

2. INTERNAL ENGAGEMENT

2.1 The final stages of the re-structure of our Operations teams (and parts of Asset Improvement, and Strategy, Engagement & Impact) are nearing completion with the roughly 100 colleagues who remain at risk undergoing selection for the vacant roles to populate the new Regional and other teams involved. Redacted

3. POLITICAL ENGAGEMENT

3.1 Redacted.

4. PERFORMANCE

4.1 Appendix 1 sets out our performance against the current set of KPIs for the ten months to the end of January. This confirms that our safety measures, and visit numbers are failing to meet target (and remain 'red' as reported at the last meeting). The further deterioration in colleague safety is noted with some concern in Appendix 2.

4.2 We have now also indicated that Unplanned Stoppage days lost, and colleague engagement are both declared 'red' as we have exceeded the former, and not achieved the latter, target respectively though the causes of this performance are largely understood.

4.3 Other measures rated 'Amber' are also looking increasingly unlikely to reach the year-end target. Friends numbers actually fell slightly in January (due to high post-Christmas attrition) and, although February – with its Open days – showed some improvement, the performance in the rest of the year would have to be exceptional. Similarly, whilst our survey-based brand awareness could move up dramatically to reach the 42% target for year end, there is as yet no movement above the 40% mark. Volunteers numbers and Adoptions are also still shown as Amber status, though we remain optimistic that late capture of data-recording will close the gap.

5. EXECUTIVE REPORTS

5.1 The Executive's reports feature as Appendices 2 to 7 with a Risk update at Appendix 8.

March 2019

Key Performance Indicators

Defra Waterway Targets – improving our waterways/assets	Note	Jan 19 actuals YTD	Full year target 2018/19	Prior year actual 2017/18	
Towpath condition graded C or better (requirement to be above 60% threshold)		N/A	≥80.0%	79.7%	
Principal assets grade C or better (requirement to be above 77% threshold)		86.8%	≥86.5%	86.6%	10
Condition of flood management assets graded C or better (requirement to be above 96% threshold)		N/A	≥99.0%	99.0%	

Waterway measures	Note	Jan 19 actuals YTD	Full year target 2018/19	Prior year actual 2017/18	
Number of individual visitors to our waterways in typical two-week period (over last 12 months)	*1*	4.0 m	4.5m	4.3	4
Public safety – number of reported incidents due to infrastructure	*2*	28	25	30	4
Combined employee, volunteer and contractor RIDDOR accident frequency rating (accidents per 100,000 hours)	*3*	0.23	0.10	0.09	6
Customer satisfaction rating of visitors and towpath users		91%	90%	91%	10
Customer satisfaction rating of boaters		Not due	72%	72%	
№ of days of unplanned closures to navigation within our control (individual instances over 48 hours)	*4*	523	450	490	↓

Other measures	Note	Jan 19 actuals YTD	Full year target 2018/19	Prior year actual 2017/18	
% of employees engaged as per employee engagement survey result		65%	69%	68%	↓
Volunteer satisfaction/recommendation ratings		96%	95%	96%	8
Number of volunteer hours per annum	*5*	527,030	670,000	616,349	10
People aware of the Trust	*6*	38%	42%	36%	4
№ of adoptions of our waterways (each adoption scheme roughly equates to 1 mile)	*7*	234	260	225	2
Diversity - % staff BAME		6.0%	5.5%	5.1%	10
Diversity - % senior management Female		33%	25%	22%	10
№ of active Friends attracted and retained, regularly donating	*8*	27,927	30,000	24,147	4
Number of children who have participated in face to face education sessions each year		57,006	85,000	81,710	10

Financial measures	Note	Jan 19 actuals YTD	Full year target 2018/19	Prior year actual 2017/18	
Forecast annual total return on our endowment portfolio		6.2%	5.2%	10.6%	10
Forecast five year rolling total return from non-property investments		7.0%	6.6%	8.3%	10
Forecast non-investment income to grow >CPI plus 1% (on three year rolling basis)		6.9%	3.3%	5.6%	10
Forecast support costs share of total cost		8.5%	8.5%	8.8%	6
£ million secured from restricted statutory and voluntary funding, philanthropic and individual giving and contributions in kind	*9*	£16.0m	£21.9m	£18.9m	↓

Key	
12 / 2	Measure stays at red/green/amber (number of months shown in centre)
↑	Measure moves up to green, having been red/amber
↓	Measure moves down to red, having been amber/green.
N/A	Measure not due for this reporting period

Green - on track to achieve full year target

Yellow – risk that full year target may not be achieved

Red – unlikely that full year target will be achieved/full year will not be achieved

Notes

1 - Visitor numbers target not achievable for the year
2 - Greater number of incidents in the year. Additional information in January Health and Safety Report
2 - Greater number of incidents in the year. Additional information in January Health and Safety Report
4 - The Middlewich breach repairs closures due to vandalism are excluded - these total 265 days until reopening on 21st December 18.
Also excluded are 396 days navigation lost in the ten months to January 2019 due to extended closures arising from drought conditions beyond our control
5 - There is always a lag in time being recording. Support has been offered to local teams to ensure that volunteer hours capture is maximised by the end of the year
6 - Measure behind year to date but may be achievable for the full year
7 - By the end of March we know of at least a further 17 adoptions that will be included in this count. A proposal has also been made to broaden the measure contributing to the overall strategic aim for this which would include a further series of groups who actively care for the local waterway but don't have an adoption agreement. This number currently totals around 49. Total forecast groups actively caring for the waterways forecast at 300 by the end of the financial year.
8 - A delayed batch of cancellations from December, led to a higher volume of attrition in January and coupled with lower acquisition of Friends via the Towpath, this has placed us behind on the active Friends count.
9 - Both Enterprise and Voluntary Income now significantly behind target. Enterprise forecasting £13.6m (target £15.5m) and voluntary income £5.4m (target £6.4m)

Board Meeting
21 March 2019
Information Report
Trust407
Text in Red Confidential

APPENDIX 2: HEALTH & SAFETY REPORT

Julie Sharman, Chief Operating Officer

1 PURPOSE

1.1 This paper provides a review of Health and Safety for the period January and February 2019 unless stated otherwise. The report covers Visitors, Employees, Volunteers and Contractors.

1.2 The report includes an update on Health and Safety KPIs for the operating year (2018/19 Financial Year).

2 SAFETY REPORTS

2.1 The Trust's RIDDOR accident frequency rate (AFR) at the end of February 2019 is 0.23, up from 0.18 at the end of December. Year to date (YTD) we have had to a total of 13 RIDDOR incidents, the highest level for 3 years and a substantial increase from 2017/18 where we had 5 RIDDORs with an AFR of 0.09.

2.2 January had 4 RIDDORs in one month– the last time this happened was in May 2014 and 1 RIDDOR in February. Additionally, we have had 4 serious incidents occur.

2.3 Once the relevant investigations are complete, in collaboration with our Health & Safety Reps, we will carry a root cause analysis of all 13 RIDDORS and additional serious incidents to understand why these happened and put actions together to help prevent further harm.

2.4 The CEO has sent a message to the all colleagues regarding poor H&S performance and the need to improve.

2.5 Since the preparation of this report there has been an additional RIDDOR involving one of our colleagues who fell from a lockside at Cowroast Lock 47 on the Grand Union Canal, during the establishment of a stoppage. His injuries are confirmed as his left arm is broken in 3 places, including his elbow and his wrist. Redacted.

2.6 During January and February there have been 7 deaths reported on our waterways (YTD 39).

2.7 We have recorded 74 Positive Intervention reports (YTD 152), 85 near miss reports (YTD 582), 80 Loss, Injury or Death reports (YTD 413), 27 anti-social behaviour reports (YTD 587). The information recorded allows us to review which incident reports have been reviewed and closed by managers.

2.8 There were 5 fatalities involving visitors in January and 2 in February. None we believe are directly attributable to the Trust.

3 PUBLIC SAFETY

3.1 Of the 7 Deaths, 5 were in a Canal, 1 were in a River and 1 on the Towpath. 1 death of a young girl is being treated as murder, 4 unexplained and 2 bodies were found after going missing.

3.2 Redacted .

3.3 Visitor Risk Assessments (VRAs)

3.3.1 Our review of the VRA process followed the fatalities in Manchester in 2018, an update on progress is given below. The progress on recommendations from the internal audit on VRA reported to the ARC in February is provided below in 3.3.4 and 3.3.5.

3.3.2 The approach to the new process for VRA is to use experienced operational colleagues from the Trust (not safety professionals), with experience of managing busy footfall locations to apply a visitor focus to the VRA process and to dynamically develop a series of factors and considerations for application in future VRAs at similar busy sites, and to be included in the standard used for all future assessments.

3.3.3 Developing the new VRA process; Of the 22 test sites for higher public risk 9 site visits have been completed as of the end of February. This work has been going well and the updated process will be available by the end of May. We will provide an analysis of findings from the high footfall locations in the next report.

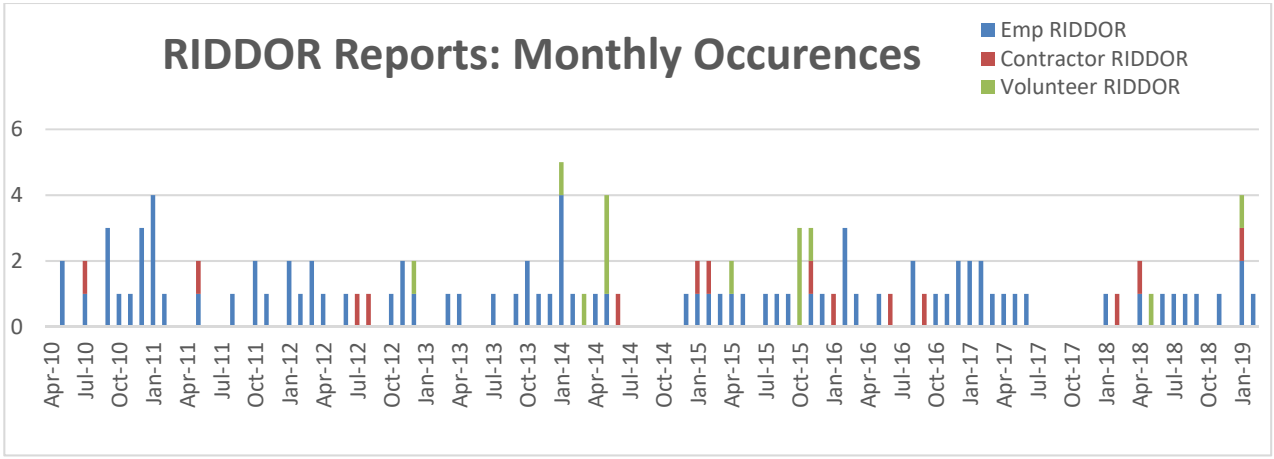
3.3.4 In terms of the existing standard and outstanding VRA reports, 296 asset VRAs have now been completed with 16 left to complete by the end of March. Once the new process is finalised all new visitor risk assessments will move to the new standard.

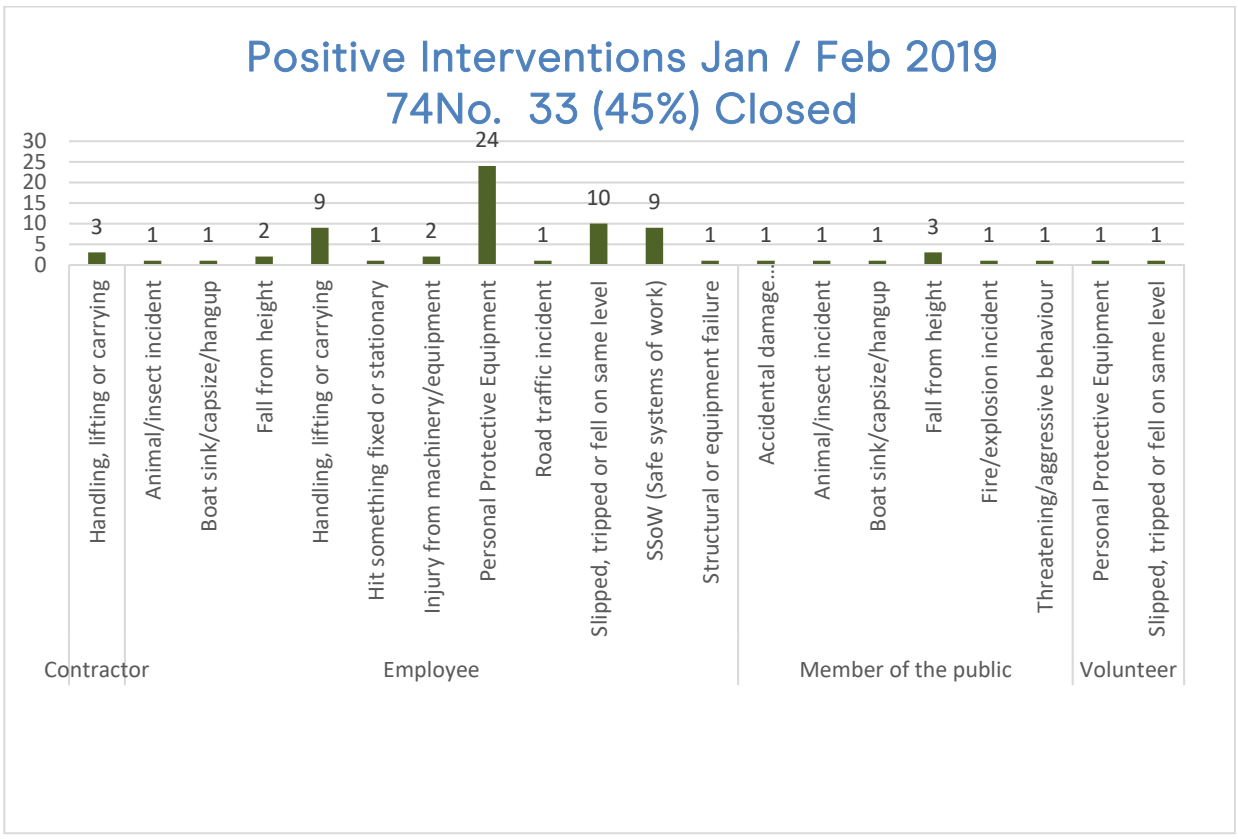
3.3.5 Of the 635 notifications raised as part of the VRA process, 370 have identified recommendations for enhancement, all but 47 of these have been prioritised. The remainder will be reviewed by the end of April.

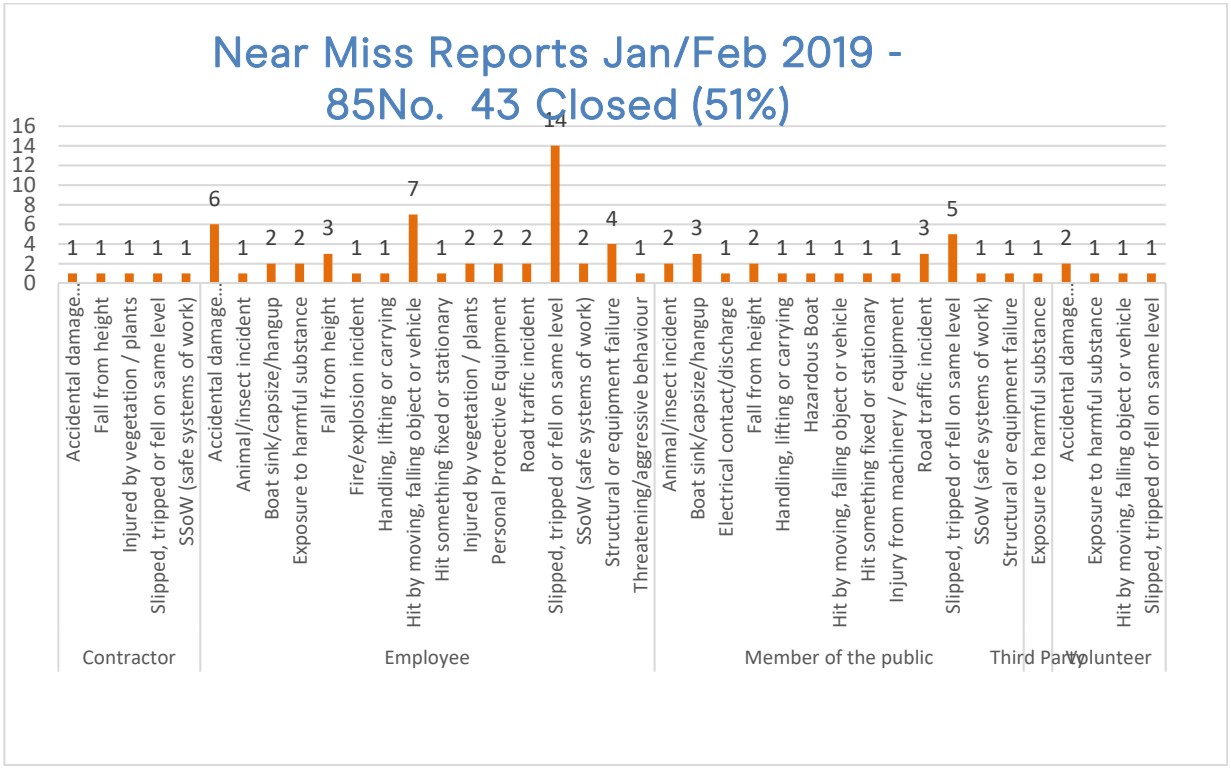
3.3.6 Debbie Lumb (National Health & Safety Advisor) will be meeting with the UK Visitor Safety Group on the 12th/13th March where visitor risk assessments will be specifically discussed by its members. She will also be meeting with the National Water Safety Forum (NWSF) on the 6th March. Waterways Ireland have shared their public safety policy with us and a meeting with Scottish Canals is being arranged to share best practice. These external contacts will influence the update of the Public Risk Management Policy.

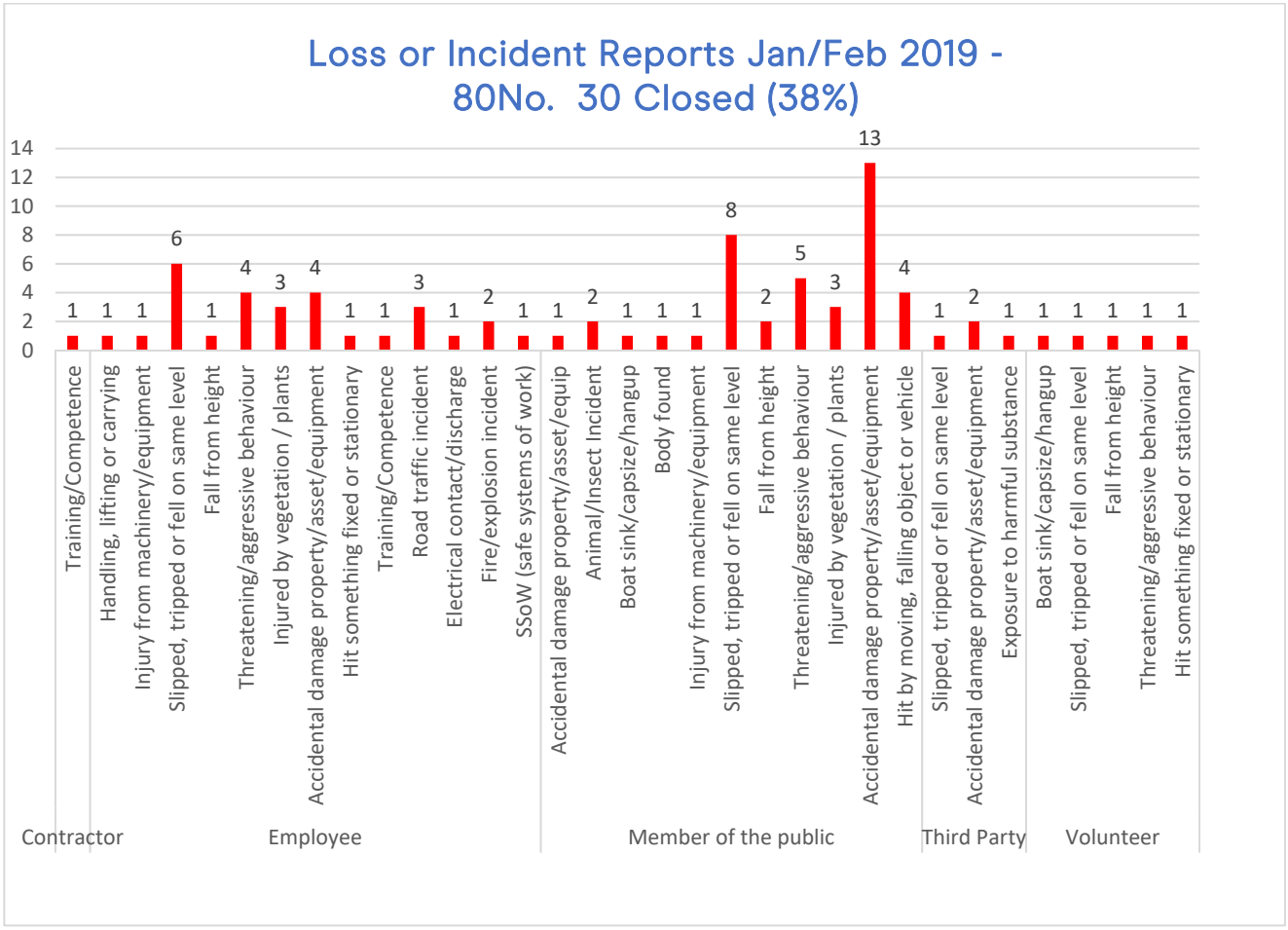
4 EMPLOYEES, VOLUNTEER AND CONTRACTORS

4.1 Overall Data




Positive Interventions Jan / Feb 2019
74No. 33 (45%) Closed
30
25
20
15
10
5
0
3
1
1
2
9
1
2
24
1
10
9
1
1
1
1
3
1
1
1
1
Handling, lifting or carrying
Animal/insect incident
Boat sink/capsize/hangup
Fall from height
Handling, lifting or carrying
Hit something fixed or stationary
Injury from machinery/equipment
Personal Protective Equipment
Road traffic incident
Slipped, tripped or fell on same level
SSoW (Safe systems of work)
Structural or equipment failure
Accidental damage...
Animal/insect incident
Boat sink/capsize/hangup
Fall from height
Fire/explosion incident
Threatening/aggressive behaviour
Personal Protective Equipment
Slipped, tripped or fell on same level
Contractor
Employee
Member of the public
Volunteer


Near Miss Reports Jan/Feb 2019 -
85No. 43 Closed (51%)
16
14
12
10
8
6
4
2
0
1
1
1
1
1
6
1
2
2
3
1
1
7
1
2
2
2
14
2
4
1
2
3
1
2
1
1
1
1
1
3
5
1
1
1
2
1
1
1
Accidental damage...
Fall from height
Injured by vegetation / plants
Slipped, tripped or fell on same level
SSoW (safe systems of work)
Accidental damage...
Animal/insect incident
Boat sink/capsize/hangup
Exposure to harmful substance
Fall from height
Fire/explosion incident
Handling, lifting or carrying
Hit by moving, falling object or vehicle
Hit something fixed or stationary
Injured by vegetation / plants
Personal Protective Equipment
Road traffic incident
Slipped, tripped or fell on same level
SSoW (safe systems of work)
Structural or equipment failure
Threatening/aggressive behaviour
Animal/insect incident
Boat sink/capsize/hangup
Electrical contact/discharge
Fall from height
Handling, lifting or carrying
Hazardous Boat
Hit by moving, falling object or vehicle
Hit something fixed or stationary
Injury from machinery / equipment
Road traffic incident
Slipped, tripped or fell on same level
SSoW (safe systems of work)
Structural or equipment failure
Exposure to harmful substance
Accidental damage...
Exposure to harmful substance
Hit by moving, falling object or vehicle
Slipped, tripped or fell on same level
Contractor
Employee
Member of the public
Third Party
Volunteer



4.2 Employees

4.2.1 There have been 3 RIDDORS and 2 Serious Incidents:

4.2.1.1 Redacted

4.3 Volunteers

4.3.1 There has been 1 RIDDOR and 1 Serious Incident:

4.3.1.1 Redacted

4.4 Contractors

4.4.1 There have been 1 RIDDOR and 1 Serious Incident:

4.4.1.1 Redacted

5 RESPONSE TO ACCIDENTS/ RIDDORS

5.1 Every employee and volunteer RIDDOR incident, along with other serious incidents that are not RIDDOR reportable, are investigated by a Senior Manager and actions agreed with Line Managers. All Contractor RIDDOR and serious incidents are investigated by the contractor directly, including actions agreed with the Framework Manager, and are shared with us accordingly.

5.2 Where a deeper understanding of issues or trends is required an externally led audit will be commissioned to look at the local management of safety and associated issues (including culture). To date an external audit has been undertaken within the Museums and a second is being scheduled for the Workshops following the recent serious injury (in which a colleague has had a toe amputated), the latest in a series of incidents in that area. In addition, we are trialling root cause analysis for certain incidents to ensure that all lessons are learnt at both the personal and structural/process level.

5.3 All agreed actions are logged on the Trust H&S Action Tracker for monitoring and trend analysis. Our Health & Safety programme therefore aims to impact the root cause of incidents with a view to future prevention.

6 HEALTH AND SAFETY IMPROVEMENTS

6.1 Plan Do Check Act (HSE Guidance)

6.1.1 Last year, we started a series of improvement projects to generate a cultural shift centred around Risk Management; Training & Competence; Communications, Standards and Process effectiveness; and Compliance. The detail of this programme is included at the Appendix. This was launched to all Operations and Asset Improvement colleagues at our Safety Stand Down Days in October 2018, with the clear message of personal accountability and following the 'Plan Do Check Act' approach recommended by HSE.

6.1.2 The delivery of the programme and approach relies on a strong emphasis in the accountability of line managers for the safety of their colleagues, our updated organisation structures reinforce this accountability with a slimmer central Safety team and transfer of resources to the Regions. We have reinforced Line Manager accountability for implementing a culture that promotes safe practice, and this is being rolled out through the current reorganisation. Key to embedding this will be training for all line managers which is planned for Spring 2019 when the new appointees are in post. At the British Safety Council, Annual Conference 2018 it was clear that the approach we are now taking is recognised as the way forward and as such we are aligned with industry best practice.

6.1.3 Health & Safety Line Management Training is being developed ready for roll-out in the Spring. This is a new training programme to formalise the training in terms of H&S for supervisory and management roles. It will give managers the tools to lead & manage their team's health, safety and wellbeing. This is a critical element of the current reorganisational changes.

6.1.4 We regularly review our safety performance and make comparison to external organisations. We are developing more connections with third parties establishing useful contacts in the British Safety Council, RoSPA, and the Conservation Safety Group, as well as our own contractors with the aim of helping us to learn from best practice and understand where improvements can be made.

6.1.5 A workshop was held on the 15th January with our top 6 contractors to agree how we share best practice, statistics and learn from each other as well as agreeing future joint safety campaigns. The next meeting is scheduled for 9th April..

6.1.6 A new internal Visitor Safety at Destinations Forum will have its first meeting on the 15 May. The purpose is to review with the site managers of our 7 highest visited sites across the network best practice (internal and external) & share experiences and ideas to gain a better understanding of how we can look after all our visitors

6.1.7 The Safety Team will be joining Fountains at their Safety Day on the 15th March as part of our open working with contractors and sharing of best practice.

6.1.8 We are realigning Health and Safety Committees locally, with trade unions and colleague safety representatives, under the leadership of the Regional Directors with cross functional teams to provide a significant local voice and focus on safety matters at a regional level, as well as a forum for sharing learning on the outcomes of any safety incidents (including 'near misses').

6.1.9 Following the success of the 'Trailer Tours' in 2018 in engaging colleagues at their local work bases, we will be undertaking a similar programme this year to cover a range of issues including safety. Focussed on regional priorities, these will create a forum for active discussion about safety issues and focus on our new approach to safety management, reinforcing the cultural change.

6.1.10 In developing an improved learning culture our safety team are forging better relationships with knowledgeable third parties – for example through IOSH and other organisations, events such as the upcoming *IOSH & British Safety Council ISO45001 Audit and Workshop*, and our representation at a government event *Improving National Workplace Health and Wellbeing* being held in May.

6.1.11 We have undertaken a workshop with the on-call working group to review current data on call-outs and determine next steps with the project. From the meeting it was clear that a lot has already been achieved because of process changes already made there has been a reduction in calls being handled, a communication will be prepared relating to this and give detail. Immediately, the data is being revisited to investigate issues of seasonality in the calls being handled, and to validate 2017 information with current 2018 data. A further meeting of the group will take place in March

7 WORK-RELATED ROAD TRAFFIC ACCIDENTS (RTA'S)

7.1 Latest HSE statistics state that nationally there were 67,000 work related road traffic accidents in 2015/16, or 220 per 100,000 workers. Applying this same percentage to our workforce, this equates to between 3 and 4 accidents per year on average. Reviewing our data, we had 4 RTAs, 2 of which involved collision by a third party, so our performance is in line with the national average, albeit numbers are small.

7.2 All employees complete an online driver risk assessment programme including those who drive private vehicles for work purposes. We conduct licence checks through Inchcape and involve driver safety and behaviour in our communications plan. The January 2019 toolbox talk (our regular briefing for operations and maintenance colleagues) was based around safe driving as well as including a video on how to check your vehicle.

8 OVERALL HEALTH AND SAFETY PERFORMANCE (AFR) – TARGET 0.10

TRUST People	AFR	AFR 2017/18
Employees [1780 FTE]	0.25	0.11
Volunteers [313 FTE]	0.33	0.17
Contractors [630 FTE]	0.16	0.00
Trust Overall	0.23	0.09

APPENDIX: A SUMMARY OF 2018/19 HEALTH & SAFETY PROGRAMME

In 2019/20 the focus will be on building on the enabling actions that have been taken in the current year. In particular, training will be provided to all line managers in the Spring relating to their accountabilities and expected ways of working.

We will continue to develop our work with contractors and ensure that best practices are shared.

Programmes underway in the current financial year as follows;

Theme	Progress	Project
Risk Management	Completed	H&S Risk Register established
	Ongoing	Working with our legal advisors and GDPR team to improve our Investigation process
	Completed	LogIncident App developed and rolled out across the Trust including dashboard for Line Managers
	Further trials in consideration	Reactec dynamic HAVS monitoring system rolled out to Direct Service colleagues including dashboard for Line Managers
Training & Competence	Completed	Training Needs Analysis Tool for Line Managers
	Ongoing	New Health, Safety and Wellbeing for Line Managers being developed with our partner KNW
	Ongoing	H&S Training being upgraded to eLearners and migrated to TrustEd
Communications	In planning	Annual Safety Conference and Combined Safety Days 2019/20
	Defined	Campaign programme established which includes health, safety and wellbeing.
	Ongoing	Contractor Safety Forum re-established
	Completed	Content Locker app allows key data to be accessed by an employee via their phone
	Ongoing	H&S Representative recruitment drive will see 18 new Reps trained and joining the current 60 Reps - actively engages senior H&S reps with Monthly meetings, looking to establish H&S Rep day once drive completed
	Commencing from April	Reorganised Regional H&S Committees and agreed new Term of Reference with National H&S Reps and will establish own safety action teams to tackle local issues
Standards and Process Effectiveness	In development	New simple briefs written for all safety policies making responsibilities and duties clearer

APPENDIX 3: OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

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

2. OPERATIONS

2.1 Operational incidents

2.1.1 Lisson Grove tunnel (Regent's Canal L&SE). Pollution continues to cause a long-term towpath closure, believed to be caused by leaking oil-cooled electricity cables belonging to UK Power Networks and National Grid. We are liaising with the Environment Agency to support potential legal action to force action to get the towpath reopened for our customers.

2.2 Water Management - Water resources situation

2.2.1 Concerns remain with the Leicester Line of the GU canal in the Oxford & Grand Union hydrological unit. Overall group holding (18.2.19) is 69% full, above the same overall holding in the 2011-12 drought event, but with significant variations across the reservoirs within the group. A series of measures has been agreed to try to mitigate the risks to the area. A Boating Trade briefing was held on Tuesday 5 March to explain the position, risks to navigation and mitigations works in preparation and was well received,; it follows a confidential briefing in February. Boater-specific communications are also planned and will be distributed via the weekly Boaters Update.

2.2.2 Additional works involved mainly gate relining have now been programmed as short stoppages between March and May to retain as much water for the season as possible.

2.2.3 There are minor risks to the Grand Union Tring Hydrological Unit which we are monitoring. All other units across the network are within the normal range for this time of year.

2.3 Water Act 2003 licensing update.

2.3.1 The team continue to work on drafting applications. We need to accelerate and additional resource is expected to join the team in early March for six months, seconded from the Environment Agency in a strategic resource swap. A reverse swap will follow later in 2019, to help with their period of issuing abstraction licences/permits.

2.3.2 Mon & Brec Canal water supply issues – UWAG update -this is our abstraction at most risk of curtailment. We are reliant on DCWW releasing surplus water to the canal for it to remain viable. Work in hand with them to determine the volumes involved which will conclude by mid-summer followed by a commercial/ political negotiation.

2.3.3 Flood Risk Management Strategy

2.3.3.1 A draft version of the external facing consultation document is available, further work is now required to ensure the focus, key messages around expectation of the strategy are clear. A proposed 12-week external consultation will follow, however currently priority is being given to Water Act Licensing work.

2.4 **Open Days** - we've recently had several successful open days in the Yorkshire and North East, North West and West Midlands.

2.4.1 Dukes Lock 92, Rochdale Canal NW on the 9th/10th Feb. Nearly 1200 people visited the site over 2 days enjoying tours of the work and drained lock. This was the first outing for Ollie the Otter, the new NW mascot! There was great interest in our new beer-goggles game, a soft-play based re-creation of what it is like to try to cross a balance beam when inebriated to highlight the water safety risks.

2.4.2 Anderton Boat Lift Open Day, NW - 16th and 17th February brought in approximately 3,750 visitors. Eleven members of the MEICA SCADA team joined regional and attractions colleagues in making a great event, explaining the operation of the lift while visitors had access to the caisson dry well for the first time which was a great opportunity to explain the complexities of the M&E team's work, and planned works over the next few years.

2.4.3 22nd February saw the 200-year anniversary of the Sheffield & Tinsley Canal at Victoria Quays in Y&NE. 5,000 people attended. A brass band, an assortment of historical characters and silent disco in a giant igloo featured. Ticket sales for the giant story book and silent disco raised over £500, local grants and donations from business £4,000. We gained 12 new friends and 40 newsletter sign ups. Chris from South Yorkshire Police contacted us and described it as "OUTSTANDING!!!! BBC Look North came out and recorded a live segment with the Regional Director which can be viewed HERE

2.4.4 The West Midlands Open Weekend 23rd/24th Feb centered on the £126,000 work replacing the gates at locks 1 and 2 on the Birmingham and Fazeley Canal. Activities included kayaking, Nowka Bias demonstration, bird box building, water safety, VIP visit, heritage boats, and 'build a roundhouse'. 1437 people went into the lock and 45 friends signed up.

2.4.5 The Chester Northgate Locks open day 1st/2nd March included

a pre bookable day on the Friday which had a good take up and an afternoon of school children visits which was well attended with over 1000 visitors, and 16 friends sign ups and 147 newsletter sign ups. Our new NW chair Nigel Weatherill visited and was impressed to learn about our work and the history of this part of the network.

3. ORGANISATION

3.1 Redacted

3.2 Advisory Boards

3.2.1 In the North West, Nigel Weatherill has been appointed as the new Regional Advisory Board Chair.

3.2.2 Yorkshire & North East - An advert for new members has been posted on our website and we have already received interest from a few prospective members.

4. STRATEGIC PROGRAMMES - DELIVERING THE SERVICE

4.1 Beauty on the Doorstep

4.1.1 **Green flag Award** progress: In January, new applications for Green Flag sites were made for:

- Erewash Canal – 12 miles
- Leeds & Liverpool Canal – 41 miles
- South Yorkshire Navigations (Sheffield & Tinsley Canal) – 6 miles
- Stonebridge Lock, Lee Navigation – 1 mile
- Saul Junction

We've also applied for the Green Flag Heritage Award for Hanwell Lock Flight, Grand Union Canal to add to the award already given for the Marple Lock Flight. These add to the 254 miles we already have with Green Flag status and which will be either mystery shopped or fully re-assessed in the coming months. Results will be known in July 2019 when we hope to have 314 miles.

4.1.2 Colleagues and the Chair of the East Midlands Regional Advisory Board undertook a 6km walking tour through the centre of Leicester to gain a greater understanding of the communities along the corridor, the work the Trust has recently undertaken in conjunction with the city council and LEP, and to gain a better understanding of the challenges and opportunities that this focus area presents. A Leicester Canal Corridor Study will now be undertaken by the Trust's internal team which will form the basis of a waterway action plan for the city centre.

4.2 Community Safety including crime prevention

4.2.1 An offensive incident on the K&A towpath allegedly involving a boater who has previously committed similar affrays in his licence period highlighted the challenges faced for the Trust to be able to take timely appropriate action that demonstrably upholds the canal as a safe space. This is will be addressed through one of the W&SW strategic programmes for 2019-21.

4.2.2 London & South East RAB chair has been engaging with local groups around the A12 bridge (River Lee Navigation) with Hackney Council and Transport for London (TfL) and have drawn in University College London's local campus & arts group. They are now

scoping plans for the site, for discussion with TfL and the Council. The Council has also recently published a consultation on a Public Space Protection Order for the Hackney Wick Woodlands, covering this area and, if adopted, will greatly assist in managing anti-social behaviour.

4.3 Customer Service

4.3.1 Customer contact calls were over forecast at 9,419 versus a forecast of 8,100. The main driver of the calls were Gold license renewals and queries around boater movements in the ice.

4.3.2 Performance of the contract shows first contact resolution at 94%, abandonment at 0.6% and email response rate at 100% within 2 working days.

4.3.3 Satisfaction from customers in resolving their queries is 93.7%. The main areas of dissatisfaction were around lack of knowledge of advisors, having to wait for a call back. 90.3% of people rated the service as either good or excellent.

4.4 Customer Service Improvements,

4.4.1 Waste Cost Reduction Project – work to reduce the cost of waste disposal is underway with the creation of waste action groups in each region. Part of this work is likely to include the closure of some customer waste sites, increased security on others and consideration of policies such as "take your waste home" to discourage our handling of other people's wastes. Our growing challenges with waste are highlighted by the experience in the West Midlands; Wolverhampton City Council have very recently moved to a twice monthly bin collection service and the local team are now receiving at least three calls a week regarding illegally dumped household waste across the Trust, fly-tipping costs are £250K per year.

4.4.2 Customer Service Facilities Review - Work has started on a review of sites aimed at reducing maintenance costs. This is will be linked to the waste sites review being related to similar/same locations. IWA have provided their recent survey of members which shows their main concern is for basic services – water, elsan & pump out disposal & bins as priorities.

4.4.3 National volunteer ranger programme; building on work underway in the regions to bring some consistency to our expectation of ranger's roles. There are currently 142 volunteers in 32 roles. As our eyes and ears on the track, rangers have the potential to be as impactful as our lock-keepers. A trial in Yorkshire and North East for safety rangers will be rolled out nationally.

4.5 Boating & Mooring

4.5.1 Our draft Online Mooring Policy is awaiting final legal comments before sign-off and publishing by mid March.

4.5.2 Redacted.

4.5.3 London & South East are planning to remove unauthorised/abandoned craft from land owned by the Trust and Network Rail (NR) on the Environment Agency's Castle Mill Stream in Oxford City. NR are funding the removal of craft which will be delivered by EA's contractors. Waterside Moorings team is working with the Council to explore a permanent residential mooring as part of a sustainable management solution.

4.5.4 We have published a Boater Report for our 34,000 leisure licence customers. It explains how we generate income, including the contribution from boaters, and how that money is invested in dredging, maintenance and vegetation management. It was produced with input from elected boater council representatives and our Navigation Advisory Group. It will be updated each summer to reflect the Trust's latest available accounts.

4.5.5 We held our third disabled boaters meeting in Newark in January and have future meetings scheduled in Leeds (21 March) and on the K&A (26 March). Once these meetings have taken place the plan is to consider how we can respond and take any necessary action to both address any issues and promote opportunities for others to get involved in boating.

4.6 More activity on the water

4.6.1 Colleagues and volunteers at Stoke Bruerne recently welcomed a pre-booked group of canoeists who passed through the Blisworth Tunnel. This activity brought new and younger audiences on to the water.

4.7 Attractions Development

4.7.1 Standedge Visitor Centre continues to grow its wedding business and recently hosted its first same sex wedding, which was widely reported in the media.

4.8 Connectivity

4.8.1 Active travel and connectivity,

4.8.1.1 Developing a project with Leicester City Council for a new family cycling loop involving the River Soar towpath at the southern end of the city. The Trust's ownership is patchy and the path needs improving. The council are seeking to work with the Trust and local developers in funding and delivering this new route.

4.8.2 The second phase of 'Managing Short Trips' towpath improvements in the WMs has been completed. 30km has been improved attracting over £10million of external funding. Birmingham Main Line Canal (Wolverhampton – Birmingham) and links to railway stations have been improved. The first part of a two-year scheme is also reaching completion on the Walsall Canal, with a further phase planned for next financial year.

4.8.3 Stourton Inland Port - The design of the inland port continues. Redacted. We have presented an outline business case to West Yorkshire Combined Authority investment panel which went well. This was approved subject to minor changes, the panel were complimentary of the scheme.

4.9 Restoration

4.9.1 Redacted

4.10 Redacted

4.11 Redacted

5. STRATEGIC PROGRAMMES – WELLBEING

5.1 Personal Health & Wellbeing

5.1.1 In Y&NE we are developing a pilot health & well-being programme for patients at an inner-city GP surgery in Sheffield alongside a volunteer project for people who are recovering from alcohol misuse. Through Sheffield social services we will be working on a scheme to engage families in healthy living and canal based activities.

5.1.2 Also in Y&NE 'The Leeds Cares Canal Challenge' in partnership with the Trust will be held on the 14th July, this is a mass participation walk along the Leeds Liverpool Canal which will focus on NHS staff and patients.

5.1.3 In the NW a newly established partnership with Care Merseyside involves regular walks along the Leeds & Liverpool canal with atendees having been perscribed the activity via their GP. The first walk saw 26 attendees enyoying a 2hr walk along the canal in Melling, Liverpool.

5.1.4 Also in the NW in Blackburn/Burnley we've had success in developing social prescribing though NHS Connectors. We are working with NHS in Blackburn who have offered to assist with funding a hub in Blackburn. Local people will be able to go to the hub to get involved with a number of activity's such as volunteering, wellbeing walks, etc.

5.1.5 Liverpool Riverside Walkway, NW. We have created our first wellbeing walk for Liverpool Riverside Walkway. This is the first of many published walks that can be used. These could be placed in local GP surgery's, library's, etc. as part of our health and wellbeing agenda.

5.2 Community Wellbeing & Ownership

5.2.1 Volunteering KPIs to end of February 2019

Volunteering hours	Target	Year to date
North West	138,500	75,792
Yorkshire & NE	65,500	48,168
West Midlands	114,500	122,421
East Midlands	109,500	89,119
Wales & SW	90,500	73,821
London and SE	86,500	53,142
National teams	65,000	64,566
Volunteering hours Total	**670,000**	**527,029**

All regional teams are focussed on ensuring that volunteer time recovery will be maximised for the end of the year. The targets set this year were adjusted from the previous waterways and have, as a result, resulted in higher variations against target as seen above.

Adoptions	Target	Actual
North West	62	47
Yorkshire & NE	32	25
West Midlands	44	58
East Midlands	46	46
Wales & SW	35	26
London and SE	41	32
Adoptions Totals	260	234*

*In addition, we have a further 17 adoptions that will have agreements by the end of the financial year and a further 40 groups that are actively caring for lengths of canal but that do not conform to the current adoptions model (which is being reviewed), making a total of 291 groups actively caring for the canals at the end of the year.

5.2.2 Partner Groups - Corporate Volunteering

Activity 18/19 to date	Activity committed 19/20
2359 corporate volunteer days; £105,900 corporate donated income	1250 corporate volunteer days; £52,600 corporate donated income

5.2.3 W&SW Community payback. Ten prisoners from HMP Leyhill worked at Saul Junction funded by the People's Postcode Lottery Programme Co-ordinator. They carried out a ground and scrub clearance in the woodland and constructed a wildlife habitat.

5.2.4 In WM Community groups Golden Sparkle and Suffera join our adoption group, Birmingham & Black Country Wildlife Trust at the Soho Loop planting trees.

5.2.5 L&SE have completed a consultation through Kids Connections market research to scope the schools' element of the Regent's 200 project. We now have ten schools adjacent to the Regent's Canal who are keen to be involved and potentially adopt a space on the canal.

5.2.6 The Great West Way covering W&SW, K&A canal will be covered in The Rough Guide in March.

5.2.7 In W&SW, the Environment team and regional colleagues initiated the move of areas of our vegetation management from contractors to local volunteers in response to views expressed in the 2018 Employee engagement survey.

5.2.8 A partnership with ASDA head office (Leeds) in Y&NE has been agreed and we are planning an ambitious week with 500 ASDA colleagues taking part in 'micro volunteering' in June. ASDA have pledged £6,000 to the Trust for this aligning with their 'Purge on Plastic' campaign.

5.3 Connections with nature, arts and culture

5.3.1 We have received £25,000 match funding from the Angling Trust for "Lets Fish" which will fund over 100 fishing events for young people and families in 2019/20. We are preparing next year's programme training around 40 coaches and aim to connect with 4,000 additional people.

5.3.2 Y&NE are developing a project in Sheffield for the rearing and releasing eels with the new volunteer leader from the local languages centre. March will see delivery of eels in tanks which will be cared for by volunteers for 8 weeks, and then released into the Sheffield & Tinsley Canal as part of a conservational restocking process. The project is in partnership with the 'Eels in Schools' project who will be providing the eels and the tanks at no charge.

5.3.3 Garstang Scarecrow Festival NW, is an annual event taking place in Garstang in July. The Trust is linking with them to highlight the Lancaster Canal in its Bicentenary year.

They have started to advertise the Lancaster Bicentenary as part of their promotional material.

5.4 Connections: Education & Youth Engagement

5.4.1 The number of children directly engaged in face to face participation sessions this year is now 57,006 slightly ahead of our target of 56,000.

5.4.2 We have secured a donation from Aramco of £170k. This will be used to deliver the STEM programme of workshops, events and mentoring in the London area via a position of a STEM Coordinator, focussing on schools close to the waterways and with higher levels of deprivation.

5.4.3 £10,000 has been secured from Co-op Youth Loneliness Fund for a participatory arts project in Sheffield, Y&NE. The project will see young people at an increased risk of loneliness develop an unused area of the canal into a space for socialising.

5.4.4 We have developed water safety resources for Manchester Water Safety Partnership in the NW. Activities have been designed in co-operation with young people taking part in a Prince's Trust programme with Greater Manchester Fire and Rescue Service.

5.4.5 The Northants Scout Region in the EM's have 8,000 young members who are involved in a plastic waste education programme that includes social action to remove plastics and other waste from the landscape. The Trust is working with the Scouts to address plastic waste in the Northampton Arm of the Grand Union Canal.

5.4.6 A Historic Boats film created with our own heritage advisor, David Viner presenting, is now on the Trust's YouTube channel and other social media platforms to raise awareness and educate about historic boats.

5.4.7 A Trust wide programme of activities for Defra's Year of Green Action is being developed with a cross functional workgroup from Environment, Comms, Strategy, Engagement & Impact and Volunteering. A new Gateway page and webpage will be launched by the end of February.

5.4.8 **Desmond Family Canoe Trail** - Our young leader programme is starting and our first group from Leeds City College has English as a second language. We have developed games that teach young people about waterway wildlife while allowing them to practice their English. We have recruited four young leaders to date and one has eagerly accepted the challenge to sit on the Year of Green Action steering group as a representative of the Trust.

6. BRAND, SUPPORTERS & INFLUENCE

6.1 Meetings held with the leader of the Conservative Party in Wales Paul Davies AM and Minister for Culture, Sport and Tourism, Lord Dafydd Elis-Thomas. At the latter, an invitation was extended to the Trust's celebratory event at Trevor basin for the 10th anniversary of the inscription of Pontcysyllte Aqueduct as a World Heritage site to be hosted by Trustees, Exec and Bwrdd members and subject experts.

6.2 Andrew Mitchell MP visited us and helped us, along with two local Councillors, to remove graffiti from Minworth Green Bridge on the B&F Canal.

6.3 Considerable progress continues in the Trust's relationship with Birmingham City Council. Following a meeting with senior leaders of the economy directorate, we will develop a statement of principles to guide the relationship and which we expect to be an exemplar for other authorities to follow. The agreed priorities of Greater Digbeth-Eastside Locks, and Round House – Glass Works, will provide the needed focus for the joint work.

6.4 Commonwealth Games – our RD WM met with the new CEO for the games and has been challenged to come forward with a plan of how canals can feature in the opening ceremony.

6.5 A successful meeting was held with the Chief Executive of Staffordshire County Council, John Henderson following which regional director will attend their joint CEO meeting to share the Trust's strategy and work in the county, to explore potential opportunities. A joint waterspace strategy is a likely outcome as well as a short video about 'Canal County', to promote the role canals can play in economic, social, cultural and environmental wellbeing. The County Council CEO will speak to the Regional Advisory Board, sharing insight on how best to work with the County Council and other authorities.

7. FUNDING & FINANCE

7.1 General funding secured

7.1.1 London & South East - £26k secured from Hillingdon Community Trust to deliver the Hayes canal festival for 2 years.

7.1.2 The East Midlands region has secured £15k from the Environment Agency to install 60 fish refuges under our mooring sites along the River Witham.

7.1.3 North West – in principle offer of £100K funding from Sport England to support refurbishment works at Liverpool Watersports Centre (South Docks). The funding will match our own investment of £200K. The funds will be used to undertake internal alterations making the building a more attractive and flexible space and will also incorporate features which improve accessibility.

7.1.4 European funding for our GreenWIN (MEICA/ SCADA) project is confirmed for 60% of project costs which will directly contribute to planned spend in our B19 Project work at Calcutt and Tinsley pumping stations together with laboratory testing of new technologies. Of £153k spend £92k will be reclaimable.

7.1.5 Redacted.

7.1.6 Redacted.

7.2 Towpath funding secured

7.2.1 In W&SW working with Gloucestershire County Council have secured up to £433k European Structural Funds supporting the delivery of the Gloucester & Sharpness Phase II towpath improvements down to Sellars Bridge.

7.2.2 Also in W&SW further match funding has been secured towards towpath improvements between Clevedon House and Bathwick Hill in Bath. Total match of £60,000 secured includes contributions from CIL/S106 and the Avon Froom partnership.

8. PEOPLE

8.1 Specific safeguarding accountabilities have been added to Job Descriptions within the new regional structure (specifically Boating and Customer Service Manager and Community Engagement Manager). These are to reflect the increased challenges associated with growth in vulnerable customers.

8.2 We are providing access to the Trust's safeguarding training for our dedicated Moneypenny customer service team to make sure specific safeguarding concerns can be flagged as early as possible to our Safeguarding Officers.

8.3 The Trust is now the Countryside Jobs Service's official charity which will include opportunities throughout the year to raise our profile.

8.4 To address inconsistencies in policies and allow us to engage greater numbers through family volunteering a proposal has been made to the Safeguarding Steering Group and accepted to remove the lower age limit for volunteers which stood at 14 years old, with immediate effect.

8.5 Proposals for uniform provision for Trust volunteers have been made to bring greater consistency and sustainability. This included consultation with a sounding board of volunteers. There was no consensus as to the right approach other than the need for greater consistency. A communications plan has been prepared for sharing.

9. FUTURE OPPORTUNITIES AND INNOVATION

9.1 Meeting held with Old Oak & Park Royal Development Corporation (OPDC) senior team to discuss delivery of major regeneration at the intersection of HS2 and Crossrail (Elizabeth Line), which straddles the Paddington Arm of the Grand Union Canal. OPDC is tasked to deliver 25,500 homes and 65,000 jobs and is major landowner and planning authority for the area. It has to reach agreements on proposed new bridges over the canal and delivery of utilities, including potential for surface water drainage to the canal. The Trust presented its experience working with a range of major regeneration sites over the years, emphasising our focus on legacy benefits and a supportive planning policy that enables future maintenance income to be secured as sites are developed.

9.2 A revised report of towpath improvements across the West Midlands highlighting the next priorities has been updated and submitted to West Midlands Combined Authority as part of a wider paper to the Board. Feedback is awaited.

9.3 Weedingtech Foamstream Demonstration. Foamstream claim to have leading herbicide free technology. Foamstream kills unwanted vegetation, including weeds, moss and algae, using the precise application of hot water insulated by biodegradable foam. It requires only 2-3 treatments annually and could substantially reduce our weed treatment costs. The cost of a machine is significant at around £20k, however we have provisionally agreed free use of a machine for 12 months in Manchester working with the local authority to understand how successful the treatment is over a full season.

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APPENDIX 4: ASSET IMPROVEMENT REPORT

Simon Bamford, Asset Improvement Director

1. PURPOSE

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

2. Asset Management

2.1 Asset Strategy

The new asset health index measure, which will in due course replace the network stewardship score index, continues to be developed. The measure will be reported in draft form through January to March and will be a combination of 3 factors; condition, consequence of failure and availability.

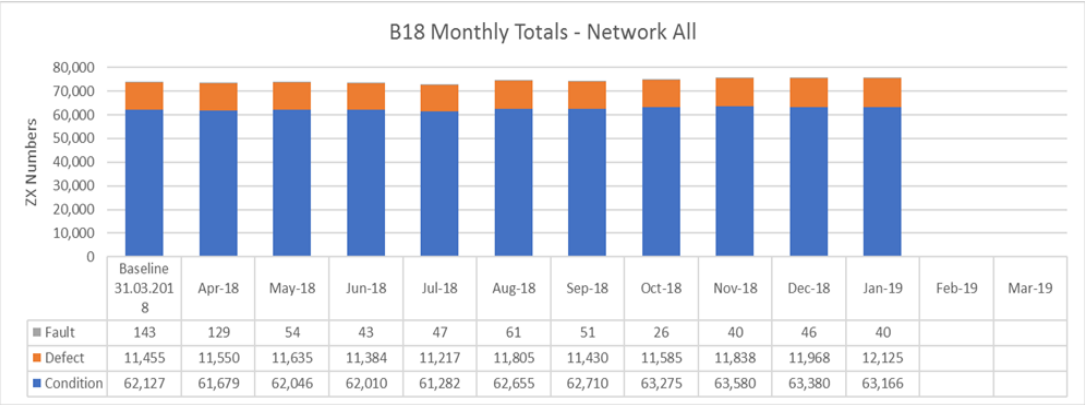
Work on the Phase 3 asset strategies has started with a wide workshop to initiate the reservoir strategy held at the beginning of March.

Work continues to develop a new steel composite lock design, working in partnership with the Kennet & Avon Canal Trust. Discussion with Scottish Canals have resulted in a desire to share best practice with new innovative lock gate designs and the plan is to create a working party with Scottish Canals to facilitate sharing.

Redacted

2.2 Asset Management

Work on notifications continues with the classification into faults, defects and condition enabling resources to be focused on issues that impact customers and safety. The table shows the current open notifications in SAP.



	Baseline 31.03.2018	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Fault	143	129	54	43	47	61	51	26	40	46	40		
Defect	11,455	11,550	11,635	11,384	11,217	11,805	11,430	11,585	11,838	11,968	12,125		
Condition	62,127	61,679	62,046	62,010	61,282	62,655	62,710	63,275	63,580	63,380	63,166		

The current trend for faults continues to fluctuate with work teams able to effect timely repairs whilst the number of condition notifications have remained generally flat. The number of defects has increased slightly, but they are expected to reduce slightly over the next few months as works are completed in our stoppage programme.

3. Redacted

4. Priority Projects

Good progress continues to be made with the works at Marple Lock 11 with the navigation due to be reopened in time for the Whitsun Bank holiday. Repair of the damaged lock gate at Marsh Lock on the Weaver Navigation is progressing well but in the meantime the lock can be used. Works at Harris Lock at Semington on the K&A are on site with the navigation due to be reopened on 15th March. Difficulties with contaminated sediment and an offside wall in worse than expected condition have resulted in delays to the programme for the relining of the Leeds Liverpool Canal at Finsley Gate, Burnley.

Projects deferred to B19 or later to fund the significant number of arising works include Lune Embankment relining, Palmerstone Embankment relining, Bolton Le Sands Embankment, Empire Mills waterway walls and Ellesmere Port dredging. Lune Embankment and Palmerstone Embankments are the highest priority projects for delivery in B19.

4.1 Marple Lock 11

Following completion of the piling and capping beam construction, work is now progressing to carefully dismantle the lock walls and remove the gravel infill. The programme is still on track for reopening the navigation on 24th May with 6-day working.

Redacted

Lock walls taken down

View from site compound

New stone

Piling Works

4.2 Marsh Lock, River Weaver

The lock is now available for restricted passage under the controlled operating regime agreed. Diving works to install buoyancy bags and the associated lifting frame to the gate have been slower than anticipated, but the gate has now been floated and towed up river prior to being lifted out for repair.

Gate being attached to buoyancy bags

Gate being floated out

4.3 Hurleston Lock 4, Llangollen Canal

Unfortunately, our planned works to rebuild the lock walls at Hurleston Lock 4 have been problematic and we have not made the progress on site that we had expected; it has also become clear that the work programme would need to be significantly longer than anticipated, with works likely to run until the end of May at least. Given the impact this would have on customers wishing to use the locks in the spring and early summer, we have made the difficult decision to suspend works and have cancelled the project this winter. We re-opened the lock on 22nd February and the works will be deferred to next winter's stoppage season and will restart in November 2019.

4.4 Stainton Aqueduct, Lancaster Canal

Unfortunately works to the £2.0m HLF and Rural Payments Agency funded repair of Stainton Aqueduct were severely impacted by the wet weather in the weeks prior to Christmas. We have therefore taken the decision to pull off site and return when the weather improves in mid-March. This has the consequence of extending the overall project programme to late July 2019. Discussions took place with HLF and RPA who agreed with the extended programme.

4.5 Montgomery Canal Restoration

Works are progressing well to the c£3.9m HLF, ERDF and PPL funded restoration of 725m of the Montgomery canal and associated works.

Crickheath Winding Hole

Phase 1a and 1b (SUCS Volunteer Work)

4.6 Soulbury Pumping Station, Grand Union Canal

Work are progressing well to the HLF funded restoration of the Soulbury Pumping Station and will be finished in Summer 2019. In its initial stages the project suffered from significant delivery and consenting issues that put the budget at risk and so the project was stopped and an alternative approach developed to meet the budget. The works are now being undertaken by our direct services team with support from our heritage masonry and carpentry apprentices, as part of their

training. The roof trusses which are a key element of the restoration were restored in the Stanley Ferry workshop also with input from carpentry apprentices.

New roof almost complete

4.7 Harris Lock Repairs, Kennet and Avon Canal

On dewatering of the lock, it was found that the damage was worse than expected and ongoing movement of the remaining wall has required a redesign of the permanent and temporary works. However, the latest programme now shows the navigation reopening on 15th March which is achievable by deferring the construction of facing brickwork to winter 2019.

Demolition of failed wall

Repair of invert

4.8 Barrowford Retaining Wall, Leeds Liverpool Canal

The combination of discovering of a secondary piled wall, within the access track, and a much thicker existing masonry wall has resulted in a delay. The canal was due to be re-opened on the 15th March, but it is now forecast to be re-opened on the 22nd March.

Existing failed wall

Temporary haul road & new piled wall

4.9 Saltersford Lock, River Weaver

The installation of the blanking plates, planks and the pumps required to dewater the lock has been challenging and was not completed until the end of February. Unfortunately, the programme is 3 weeks behind and as a result it is not possible to complete the remaining works in the approved stoppage window.

Installing temporary propping

Installing stop planks

4.10 Redacted

5. Priority Works

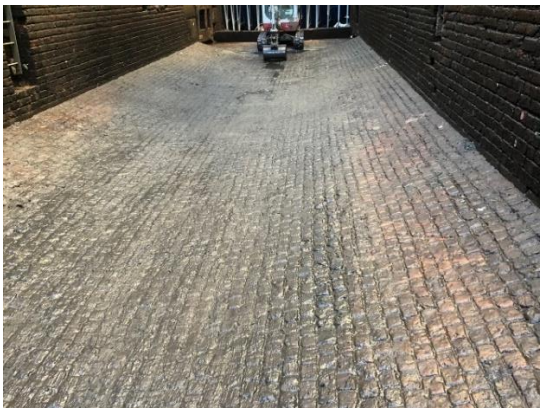
In the first ten months of the delivery programme the Direct Services Construction Teams have completed 727 packages of work – including approved changes. The original plan was to complete 738 packages of work in the same period.

There are currently 112 winter stoppages planned for the post-Christmas period, of which 68 have been completed.

Direct Services helped facilitate successful open days at Dukes Lock, Manchester, Cowley Lock, Uxbridge, Farmers Bridge Locks 1 & 2, Birmingham & Fazeley Canal and Lock 17, Grand Union Northampton Arm.

The construction teams are maintaining the drive for efficiency savings from the use of materials from stock, recycling, contract lift and method related savings etc. In the first nine months of B18 the team have saved around £641k.

Middlewich Branch – Weaver's Bridge – Re-decking works



Rochdale Canal – Lock 88 – Gate Repairs and Chamber Clearance

Kilnhurst Lock, SSYN – Lock Gate Replacement

Rodbaston Lock landing, Staffs & Worcester Canal

5.1 Grantham Canal heritage Initiative

Works continue to progress well on site, with many lessons learnt from lock 15 being put into practice to speed up the construction programme. As seen in the pictures below, good progress is being with reconstruction with a second concrete pour due in early March.

Lock 14 Restoration – Grantham Canal

6. UNLOCKING THE SEVERN

6.1 Access/Land acquisition

Further to the public inquiry in September 2018, the Secretary of State has given confirmation of the CPO's. Alongside this, access negotiations and agreements are being finalised in advance of works start.

6.2 Work Delivery

6.2.1 Capital works

Final designs have been largely received for Diglis & Bevere and work is now ongoing to submit EA consents. Kier are tendering the works at Bevere with prices due back in mid-March and start on site planned for 7th May. Final pricing for Diglis is due back on the 1st April with works to the site access due to start on 29th April.

Preparations for the start of construction has commenced with tree works for access/construction complete at Bevere and Diglis archaeological investigation works completed with no significant findings.

Work has started on the transformation of the Diglis Island workshop and will be complete by Easter. A public information day was held in February which was very well attended and received very positive media interest.

6.3 Activity Plan / Interpretation / Communications

Very positive volunteer recruitment is taking place including archive research and ecological surveying. Our first scientific paper from the project has been produced and published in the Journal Fisheries Research, relating to the fish tagging that has taken place as part of the monitoring

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APPENDIX 7: STRATEGY, ENGAGEMENT & IMPACT REPORT

Heather Clarke, Strategy, Engagement & Impact Director

1. Brand and Marketing

1.1 Project Compass Signage (Rebranding)

We continue our work to activate our brand across the network. The team is on track to re-brand 24 Project Compass sites before year end, increasing to 25 if advertising consent is approved for Birmingham City centre. We have recently obtained advertising consent for the Liverpool Docks area, with the new canopy at Salthouse Dock the first installed, below.

Canopy at Salthouse Dock in Liverpool

Re-branding 'welcome stations', in Sheffield

We have created and launched a new APP to help regional volunteers and colleagues photograph, map, audit and replace all the 1000s of signs across our waterways. We have trained almost 100 regional volunteers and colleagues to use the APP, and 5,281 signs have already been logged. These signs will be replaced over a 30-month rolling programme.

1.2 Hoardings and customer interaction points (Rebranding)

The first re-branding of our 'welcome stations', in Sheffield, is now complete (above). Old Ford (London), Devizes, Foxton Locks, Red Bull (Stoke), Hawkesbury Junction (Coventry) and Cambrian (Birmingham) are scheduled to follow before the year end. Five more work boats will be re-branded within the same period, along with 57 new Trust vehicles. An additional 44 new, and 76 old vehicles will have new logo graphics applied.

Redacted

1.3 Photography, Arts of the Waterway Programme & Filming

We have trained six volunteers in the North West as part of a pilot project getting them out onto the waterways to shoot on-brand photos that capture the canals as they come into full

bloom this spring. If the project is successful, we'll roll this out in other areas.

Flow Photo national photography competition & exhibition

In January the Flow Photo national photographic competition supported by the Trust offered the prize of a 6-month residency focused on the theme of wellbeing on our waterways. Jonathan Goldberg will be our first ever photographer in residence. The Flow Photo competition aimed to raise awareness and encourage debate about water and waterways and to get more people from diverse backgrounds to experience the wellbeing benefits of the waterways. Dame Jenny Abramsky has kindly devoted a significant amount of time as competition judge. 30 of the best photos will be exhibited at our National Waterways museums in the spring and summer.

1.4 Redacted

1.5 Gardeners' World Live 2019

We are working on a volunteer-led initiative (the Lock-keepers on the Curdworth flight in east Birmingham), with award-winning garden designer Chris Myers, to deliver a Show garden and exhibition to c.100,000 visitors at Gardeners' World Live at the Birmingham NEC in June. The show has an estimated PR/ marketing reach of 6 million and we are maximising this opportunity with a Comms plan that integrates digital channels, fundraising and volunteering.

1.6 Redacted

1.7 Redacted

2. Promotional Campaigns

2.1 Spring brand response campaign

To help contribute to the growth in our supporter targets we are launching an eight-week brand response campaign in March through targeted digital media. The campaign will promote our regional guides, duck guide and newly rebranded nature guide and will have a reach of around three million, via new media channels that we have not yet run adverts across including contextually relevant websites with audiences most likely to both download a guide and opt into our newsletter programme.

2.2 Redacted

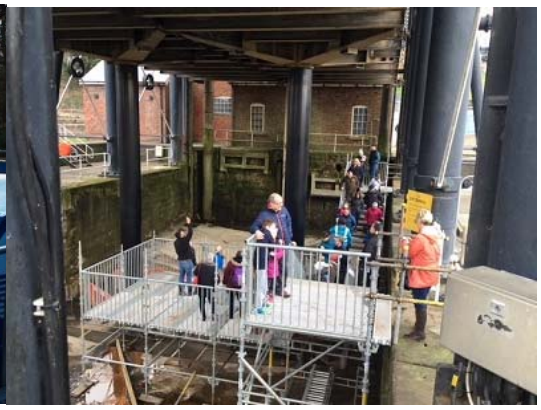
2.3 Redacted

2.4 Safety Campaigns

Our winter safety messages have publicised the risks of being in cold water, through broadcast, print and online media, and our social media channels including Instagram stories.

2.5 Open days

A series of winter open days in 2019 have taken place, showcasing the essential and expert works the Trust carries out every year and creating new engagement opportunities with good Press coverage. Highlights (in the Operations report) include almost 3,000 visitors to Anderton (with 240 newsletter sign-ups), nearly 1,500 to central Birmingham (also 240 newsletter sign-ups) and over a thousand visitors to Manchester (Duke's Lock).



3. Redacted

4. Policy & Public Affairs

4.1 Westminster

We continued the programme of meetings with key ministers / shadow ministers and officials. redacted

We supported a People's Postcode Lottery request to organise a constituency visit with **Boris Johnson MP** to see works at Cowley Lock in February and met with **Rory Stewart MP** (Minister of State for Prisons) redacted.

4.2 Wales

The Regional Director met with Dafydd Elis Thomas, Deputy Minister for Culture, Sport and Tourism to highlight our plans in Wales and invite to a celebration of the ten-year anniversary of the designation of Pontcysyllte Aqueduct and Canal as a World Heritage Site. We also met with Paul Davies AM, Leader of the Welsh Conservatives, to introduce the Trust.

4.3 Regions

West Midlands – Andrew Mitchell MP joined the Trust in some graffiti clearance on the Canal in his Sutton Coldfield constituency, with local councillors who attended also committed to organising a local group to adopt the relevant stretch of canal.

London and the South East - The Trust met Heidi Alexander (London Deputy Mayor for Transport) in January to discuss our walking, cycling, health and wellbeing activity.

Wales and the South West - Robin Walker MP came to see the work being undertaken on Diglis Island in his Worcester constituency, as a part of the Unlocking the Severn project.

North West - A meeting with Chris Boardman (Greater Manchester Cycling & Walking Commissioner) and TfGM officials in February identified key towpaths to play a role in the creation of new cycleways across Greater Manchester.

4.4 Heritage

MHCLG has announced as part of the Spring Statement package (on 13th March) that they will take forward the National Listed Building Consent Order (LBCO), which would, if approved by Parliament, redacted.

It was included in a written ministerial statement which accompanied the Spring Statement. There will still need to be a slot to get it through Parliament, but this is a significant step forward.

4.5 Environment

The Trust was invited to a round table event on the with the Secretary of State on the approach to statutory targets linked to the Draft Environment Bill.

Engagement with DfT in relation to emissions from boats led to advance notice of their call for evidence, with the Trust co-ordinating a joint waterways response.

The study being undertaken by Coventry University, on plastics and litter on our waterways, has been completed and will support our planned campaign.

4.6 National Consultations

We have formally responded to two Welsh Government consultations on Loneliness and on Biodiversity, and to five UK Government consultations: planning reform (covering our LBCO); developer contributions; National Policy Statement for Water Resource Infrastructure; Flood risk activity permitting; and Environment Net Gain. We also responded to the Environment Agency consultation on charging.

We will be responding to a series of live consultations which include water management; plastic packaging tax and a new Deposit Return Scheme (DRS) for bottles and cans.

5. Redacted

Youth Engagement

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

The Trust is actively supporting Step up to Serve's #iwill4nature campaign, developing environmental youth social action opportunities including recruiting a YoGA Youth Panel.

5.2 Scouts Association – A Million Hands

Scouts are promoting a 'Million Hands Big Moment' for groups to take action on their chosen issue. We have produced simple, step-by-step resource packs on plastic pollution and social action on waterways for leaders and for young people (beavers, cubs, scouts and explorers).

6. Redacted

7. Planning - Statutory Consultee Performance

We have received 2162 planning application consultations in England & Wales in the year to date, achieving 95% compliance with response times in England and 98% in Wales.

8. Redacted

9. Redacted

10. Redacted

March 2019