



MEETING OF THE BOARD OF TRUSTEES

Items in red are confidential

Minutes of a meeting of the Board of Trustees ("the Trustees") of the Canal & River Trust ("the Trust") held on Thursday 30 January 2020 at Shrigley Hall, Pott Shrigley, Macclesfield, SK10 5SB.

Present

Allan Leighton, Chair
Dame Jenny Abramsky, Deputy Chair
Nigel Annett CBE
Ben Gordon
Sir Chris Kelly
Tim Reeve
Sue Wilkinson

Apologies

Janet Hogben
Jennie Price CBE
Sarah Whitney

In attendance

Richard Parry, Chief Executive
Julie Sharman, Chief Operating Officer
Stuart Mills, Chief Investment Officer
Simon Bamford, Asset Improvement Director
Heather Clarke, Strategy, Engagement and Impact Director
Steve Dainty, Finance Director
Tom Deards, Head of Legal & Governance Services and Company Secretary
Gemma Towns, Corporate Governance Manager (minute-taker)

20/001 WELCOME & APOLOGIES

The Chair welcomed all attendees to the meeting. Apologies had been received from Janet Hogben, Jennie Price CBE and Sarah Whitney.

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

The Board reflected upon the previous day's site visit to Toddbrook Reservoir and Bollington.

20/002 REGISTER OF INTERESTS AND DECLARATION OF INTERESTS IN ANY MATTER ON THE AGENDA

The Board noted the register of interest set out in report **Trust452**.

The members present confirmed they did not have any interests in the matters on the agenda.

20/003 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the Board of Trustees meetings held on 21 November 2019 were approved as a true and accurate record.

The **matters arising report** was noted by the Board. All actions were in progress or appeared on the agenda.

20/004 HEALTH & SAFETY REPORT [TRUST453]

JS presented her report (**Trust453**) which provided the Board with a review of Health and Safety for the period November to December 2019.

JS highlighted the following matters from her report:

- There had been 2 RIDDOR events during November and December 2019, as detailed in the accompanying report. As there were a number of incidents in the last quarter of 2018/19, it was anticipated that the overall number of reported safety incidents would reduce by the end of March, so the annual AFR target was achievable.
- The first Safety Awards had been held with positive feedback received.
- The Health and Safety Report for the March meeting would include reference to potholes and cyclist incidents
- Reporting of incidents had improved, with an increase in positive interventions. The usual seasonal spike in numbers of reported slips, trips and falls had been addressed by the winter safety campaign, which had been well received.
- JS confirmed that further training for the Trust's employee mental health first aiders would be undertaken. Whilst this was restricted to colleagues, the Trust aspires to extend the scheme to volunteers.

JS

The Board received the Health and Safety Report.

20/005 TODDBROOK & RESERVOIR UPDATE [TRUST454]

RP and SB provided the Board with an update on Toddbrook Reservoir (**Trust454**). RP confirmed that the independent report commissioned by the Government was expected to be published shortly. RP provided the Board with a general overview of the current situation on site. The Board discussed this in view of their visit the day before.

The Board received the updating report.

20/006 GOVERNMENT GRANT REVIEW STRATEGY REPORT [TRUST455]

HC introduced her report on the Government Grant Review Strategy (**Trust455**).

HC confirmed that two productive meetings had been held with Defra regarding the grant review. Draft Terms of Reference had been formulated for

the discussions with the final version anticipated to be presented to the Minister in early April 2020.

The Board discussed the timeline for discussions relating to the grant review, with reference to the changing political climate.

The Board received the report

20/007 2020 BUSINESS PLAN ("B20") & LONG-TERM FINANCIAL MODEL [TRUST456]

SD presented the report on the 2020 Business Plan and Long-Term Financial Model ([Trust456](#)). The final B20 plan was scheduled to be presented to the March 2020 Trust Board meeting for consideration and approval.

The Board received the report.

20/008 REVIEW OF STATUTORY & CHARITABLE INCOME [TRUST457]

HC introduced the review of statutory and charitable income paper ([Trust457](#)).

HC provided an overview of recruitment in the fundraising team. Eight experienced individuals had been recruited to a new national team based in the Birmingham office, focusing upon the five-stage supporter journey.

The report was received by the Board.

20/009 GOVERNANCE MATTERS FOR APPROVAL [TRUST458]

TD presented the Governance Report [[Trust458](#)] which set out the governance matters requiring a decision or noting by the Board. The following aspects of the report were highlighted by TD:

- Charity Commission Annual Return: TD confirmed that the Annual Return had been submitted to the Charity Commission.
- Board Effectiveness Review: TD confirmed an interim review was required and suggested questions would be prepared. JA, as Chair of the Appointments Committee, agreed to lead on this.
- Regional Advisory Boards: Recruitment for a new Chair for Yorkshire and the North East was underway. The Board suggested a review of the role and effectiveness of the Regional Advisory Boards was undertaken later in the year.

Following discussion, the Board:

- Noted the Charity Commission Annual Return;
- Noted the Board Effectiveness Review; and
- Approved the appointments of Chris Brierley, Mary Hutton and Bryony Houlden to the Wales and South West Regional Advisory Board

20/010 FORWARD PLAN [TRUST459]

The Board received the Forward Plan ([Trust459](#)) which set out the business to be considered at future meetings.

20/011 CHIEF EXECUTIVE'S REPORT [TRUST460]

The Board noted the Chief Executive's report ([Trust460](#)) and the appendices prepared the Executive Team. The following areas were discussed:

- Appendix 1, Performance: RP advised that some scores were rated red (satisfaction, supporters and diversity) and the targets were unlikely to be met before the year-end. RP expected that the targets for volunteering would be met. The change in the Waterway Engagement survey methodology had resulted in an increase in visitor numbers and affected some other measures derived from the survey.
- SM advised that the Protector, Malcom Naish, was available to attend the March Trust Board meeting. The Board requested Mr Naish was invited and the invitation extended to attend the Council meeting the day before.

The Board received the report.

20/012 FINANCE DIRECTOR'S REPORT [TRUST461]

SD presented the Finance Director's Report ([Trust461](#)) which was noted by the Board.

20/013 MINUTES FROM COMMITTEES

The Board noted the [minutes](#) of Audit & Risk Committee meeting on 27 November 2019.

The Board noted the [minutes](#) of the Investment Committee meeting held on 03 December 2019 and 17 December 2019.

The Board noted the [minutes](#) of the Appointments Committee meeting held on 06 January 2020.

20/014 ANY OTHER BUSINESS

There being no matters of further business, the Chair closed the meeting at 11:30am.

Next meeting: Friday 27 March 2020, Crowne Plaza Hotel, Leeds



**Trustees Meeting
30 January 2020
Information Report
Trust453**

Text in Red Confidential

HEALTH & SAFETY REPORT

Author: Julie Sharman, Chief Operating Officer

1 PURPOSE

- 1.1 This paper provides a review of Health and Safety for the period November and December 2019 unless stated otherwise. The report covers Visitors, Colleagues, Volunteers and Contractors.

2 SAFETY STATISTICS – NOVEMBER TO DECEMBER 2019

- 2.1 The Trust's overall rolling 12-month RIDDOR accident frequency rate (AFR) at the end of December 2019 is 0.26, compared to 0.23 at the end of October. We had 2 Riddor reportable incidents in the period, see section 4.1 for details.

TRUST People*	AFR	Target
Colleagues	0.29	
Volunteers	0.29	
Contractors	0.16	
Trust Overall	0.26	0.15

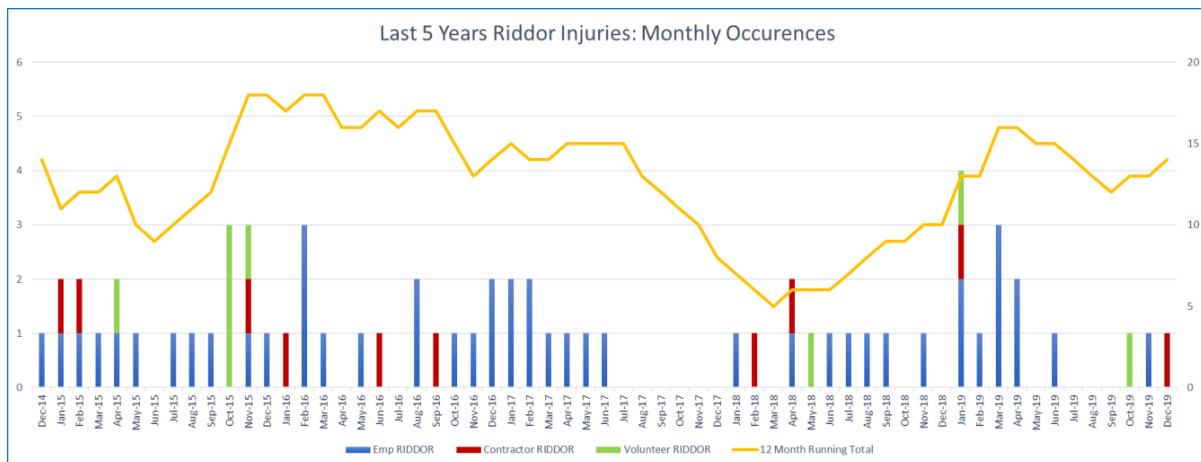
RIDDOR INCIDENTS (YTD)	November & December 2019	Current YTD	Prior year YTD
Colleagues	1	4	6
Volunteers	0	1	1
Contractors	1	1	1
Totals	2	6	8

Fatalities	November & December 2019	Current YTD	Prior year YTD
Canal	6	18	
River	0	3	
Dock Marina or Towpath	0	2	
Totals	5	23	32

3 SAFETY IMPROVEMENT ACTION PROGRESS

- 3.1 We have produced a film with Nick Pope, the father of 19-year-old Charlie who drowned on a night out in Manchester in March 2018. Nick kindly agreed to take part in the film to help raise awareness of the important water safety message. The film is on our external website and has been shared extensively through social media – the video can be found at; <https://canalrivertrust.org.uk/enjoy-the-waterways/safety-on-our-waterways/stay-safe-on-your-night-out>. The launch compliments the Don't Drink & Campaigns across all Regions.
- 3.2 Our new winter safety campaign is now live, focusing on working in the dark, slips, trips & falls as well as the importance of keeping warm when outside. These proactive campaigns respond to the fact that many injuries occur when people are either new to site, tired or distracted.
- 3.3 Judging visits for the 2019 Safety Award has been completed and the winners, our WSW M&E team, was announced on the 20th January at a celebration lunch for all the finalists.
- 3.4 Tribe Culture work
 - 3.4.1 The next phase of work includes an interactive leadership workshop, aimed at all people who either directly or indirectly manage people. The goal is to ensure that our communications deliver messages that stay with people. It will include an immersive video experience for participants. The programme will roll out from March onwards and will tie into other line manager training related to colleague engagement.
 - 3.4.2 A feedback info graphic (included in Appendix B) has been circulated to all colleagues for use in team talks. It summarises the issues and actions which came out of the Trailer on Tour events and our progress on completion. A specific issue raised regarding access to immunisation has resulted in new guidance for colleagues, the everyday risk assessment has also been updated.
- 3.5 The review of safety standards will simplify and streamline our standards with a view to making them clearer and easier for our colleagues to use. In all 30 standards will be reduced to 13, to be completed end of March 2020.
 - 6 standards have been identified to be removed and replaced with guidance,
 - 6 standards to be combined into one around the design and management of our infrastructure around public safety (e.g. anglers & overhead powerlines, risk around weirs, etc)
 - 4 standards to be combined into 2 including Occupational Health Management plus Health & Safety Planning.
- 3.6 The electronic HAVs (Hand Arm Vibration) system Reactec has now been rolled out to operations teams, the NW Region reactive team are the first to receive the monitoring equipment which has been used by the direct services team for over 12 months. This provides additional assurance by recording levels of use at source.
- 3.7 9 external audits safety audits have commenced of the museums & attractions as well as our docks. These will be completed before 31st March 2020 and are part of the wider Trust audit programme which also includes ProEvaluate and the RoSPA visitor audits.
- 3.8 To continue to raise the profile of safety we changed our approach to internal safety alerts, so they are issued promptly following incidents. There will be a greater focus on making people aware that a serious incident has occurred, the detailed investigation outcomes will follow on promptly after. We are also exploring good practice with our contractor partners re the sharing of investigation outcomes.

4 DETAILED REPORTING STATISTICS



4.1 COLLEAGUES, VOLUNTEERS and CONTRACTORS

- 4.1.1 There have been 2 RIDDORs (6 YTD) during the period November and December 2019.
- 4.1.2 RIDDOR: LogIncident #3231 (26/11/2019) London 8 SE – A colleague slipped as he attempted to climb a 1m high post and rail fence in wet weather, he fell backwards and broke his collar bone. Height fallen was approximately 3 feet. The fence was alongside a locked gate leading to a mooring, which he wanted to access to post an enforcement notice. An investigation has been completed and national safety alert (#84) was circulated.
- 4.1.3 RIDDOR: KIER, our contractor advised that a mini excavator overturned during towpath refurbishment works. A Keir operative was removing shallow redundant cables and whilst reversing, entered an indentation on the towpath. The weight of the excavator caused it to sink and tip to the right. As the operator tried to exit the excavator their foot caught on the door, causing a fracture within the foot. Following an investigation KIER advised that the operator used the excavator against the plan of works and his agency contract was terminated. KIER's safety alert has been circulated to the Trust.

4.2 INFRASTRUCTURE RELATED INJURIES

- 4.2.1 There were no Member of Public infrastructure related Injuries in the two-month period.
Redacted.

4.3 VISITOR RISK ASSESSMENTS (VRA's)

- 4.3.1 Following the issue of the updated standard last year the Regions are setting out their programmes for visitor risk assessments as part of the business planning process.

5 SAFETY REPORTS

5.1 FATALITIES

- 5.1.1 During November and December there have been a total of 6 fatalities to members of the public reported on our waterways, 23 in the year to date.

Safety Report	Nov/Dec 2019	2019/20 YTD	2018/2019 YTD
Fatalities	6	23	32

- 5.1.2 LogIncident #2989 (06/11/2019) West Midlands - Police divers recovered the body of a man found in the Grand Union Canal beneath Small Heath Bridge in the early hours.
- 5.1.3 LogIncident #3251 (02/12/2019) West Midlands - Police divers recovered the body of a missing 60-year-old man within Pontcysyllte Aqueduct following a night out at a nearby local pub.
- 5.1.4 LogIncident #3275 (04/12/2019) East Midlands - Two men have been found dead on a boat on the River Ouse in York city centre. Police say officers were searching for the men, who were both in their 60s, after concerns were raised because they "had been out of touch with their families". Possible carbon monoxide poisoning, TBC.
- 5.1.5 LogIncident # 3425 (16/12/2019) London & SE – Police rescued a man from the Grand Union Canal in Milton Keynes who sadly died later in hospital. The death is being treated as unexplained but not suspicious.
- 5.1.6 LogIncident # 3479 (27/12/2019) North West – Police recovered the body of a man from the towpath next to the Shropshire Union Canal in Ellesmere Port.

5.2 PUBLIC SAFETY - SERIOUS INCIDENTS

- 5.2.1 There have been no Marine Accident Investigation Branch reportable incidents.
- 5.2.2 LogIncident # 3327 (6/12/2019) North West L&L Canal - A road traffic incident occurred after a boater passed through the bridge 6, Netherton Swing Bridge, **reacted**.
- 5.2.3 LogIncident # 3417 (18/12/2019) East Midlands - A boy aged 10 years fell into the canal near his grandparents' boat whilst at Foxton Locks. **Redacted**.
- 5.2.4 LogIncident # 3452 (24/12/2019) East Midlands – A boat was on fire near Daventry, the police are treating it as arson. No injuries reported.
- 5.2.5 LogIncident # 3459 (29/12/2019) Yorkshire & NE – an MOP reported that on Saturday 28/12/2019 a man fell due to a muddy towpath on a rural section of the Chesterfield Canal, **redacted**.

6 REPORTING STATISTICS

6.1 Overview of reporting statistics

Safety Report	November/December 2019	2019/20 YTD	2018/19 YTD
Positive Intervention Reports	121	485	78
Near Miss Reports	173	737	497
Loss, Injury or Death Reports	161	830	333
Anti-Social Behaviour Reports	4	31	560
TOTALS	459	2,083	1,468
More details can be found in Appendix A			

- 6.2 During the two-month period, we recorded 121 Positive Interventions.
- 6.3 Detailed breakdown of incident types contained in the appendices. Overall rates of review and closure of incident reports has improved. We will continue this focus with all managers.
- 6.4 We believe that we are seeing the benefits of the increased focus on safety generally including the roll out of LogIncident which has made reporting much easier for colleagues. From Incidents logged over the last year we have seen the rate of reporting continue to rise.
 - Reporting in general has increased this financial year and we now have more safety reports at the start of January YTD than in the full 2018/19 financial year.
 - Since the promotion of Positive Intervention reporting at the end of 2018 we have seen a significant increase in the rate of recording. In November we had a new monthly high of Positive Interventions (83 in the month).
 - It is reassuring that the majority of colleague positive interventions relate to safe systems of work which reassures that they are aware of the correct and safe way to approach work.
- 6.4.1 There were proportionally twice as many slips, trips and falls in November and December as the previous two months. This in line with the same period last year. We have planned additional safety messages this month as part of the winter safety campaign.

6.5 Training

- 6.5.1 Redacted.
- 6.5.2 We are in the process of combining all safety training into our Trust-Ed on - line portal. This will simplify the link between need and training completion and improve tracking of minimum safety training compliance.
- 6.5.3 The transfer of the training package Waterwise (working safely by water) which was jointly developed with our dredging contractor Land and Water has been completed.

7 WELLBEING

- 7.1 Some concerns have been expressed by colleagues at Aqua House following three recent incidents where people have been mugged or intimidated with the latest incident involving a colleague and her husband. General advice on personal security whilst travelling in the dark and how to manage lone working in offices, especially late at night, has been shared. Our Regional Director is providing a senior lead locally.
- 7.2 Redacted.
- 7.3 Redacted.
- 7.4 Following our previous update on increasing the representation of our mental health first aiders across our canal-based colleagues. We have now recruited circa 25 more volunteers and induction training is planned for end January and early February.

January 2020

Appendix A - H&S Report

SAFETY REPORTS SUMMARY FOR November – December 2019

What Happened	Hazard Near Miss	Incident	Grand Total
Slipped, tripped or fell on same level	42 (24.3%)	52 (32.3%)	94 (28.1%)
Accidental damage property/asset/equipment	21 (12.1%)	12 (7.5%)	33 (9.9%)
Structural or equipment failure	17 (9.8%)	14 (8.7%)	31 (9.3%)
SSoW (safe systems of work)	20 (11.6%)	0 (0.0%)	20 (6.0%)
Boat sink/capsize/hangup	13 (7.5%)	7 (4.3%)	20 (6.0%)
Threatening/aggressive behaviour towards Colleague(s)	3 (1.7%)	15 (9.3%)	18 (5.4%)
Fall from height	10 (5.8%)	8 (5.0%)	18 (5.4%)
Hit by moving, falling object or vehicle	14 (8.1%)	3 (1.9%)	17 (5.1%)
Road traffic incident	7 (4.0%)	7 (4.3%)	14 (4.2%)
Injured by vegetation / plants	7 (4.0%)	3 (1.9%)	10 (3.0%)
Injury from machinery / equipment	3 (1.7%)	5 (3.1%)	8 (2.4%)
Exposure to harmful substance	3 (1.7%)	5 (3.1%)	8 (2.4%)
Body Found	0 (0.0%)	6 (3.7%)	6 (1.8%)
Electrical contact/discharge	0 (0.0%)	6 (3.7%)	6 (1.8%)
Handling, lifting or carrying	4 (2.3%)	2 (1.2%)	6 (1.8%)
Hit something fixed or stationary	1 (0.6%)	5 (3.1%)	6 (1.8%)
Person recovered from water	0 (0.0%)	5 (3.1%)	5 (1.5%)
Animal/insect incident	1 (0.6%)	3 (1.9%)	4 (1.2%)
Fire/explosion incident	1 (0.6%)	3 (1.9%)	4 (1.2%)
Personal Protective Equipment	4 (2.3%)	0 (0.0%)	4 (1.2%)
Training/Competence	2 (1.2%)	0 (0.0%)	2 (0.6%)
Grand Total	173 (51.8%)	161 (48.2%)	334 (100.0%)

Note compared to the table in 4.8 this list excludes Antisocial behaviour reports and positive interventions.

NEAR MISS & INCIDENT REPORTS

November – December 2019

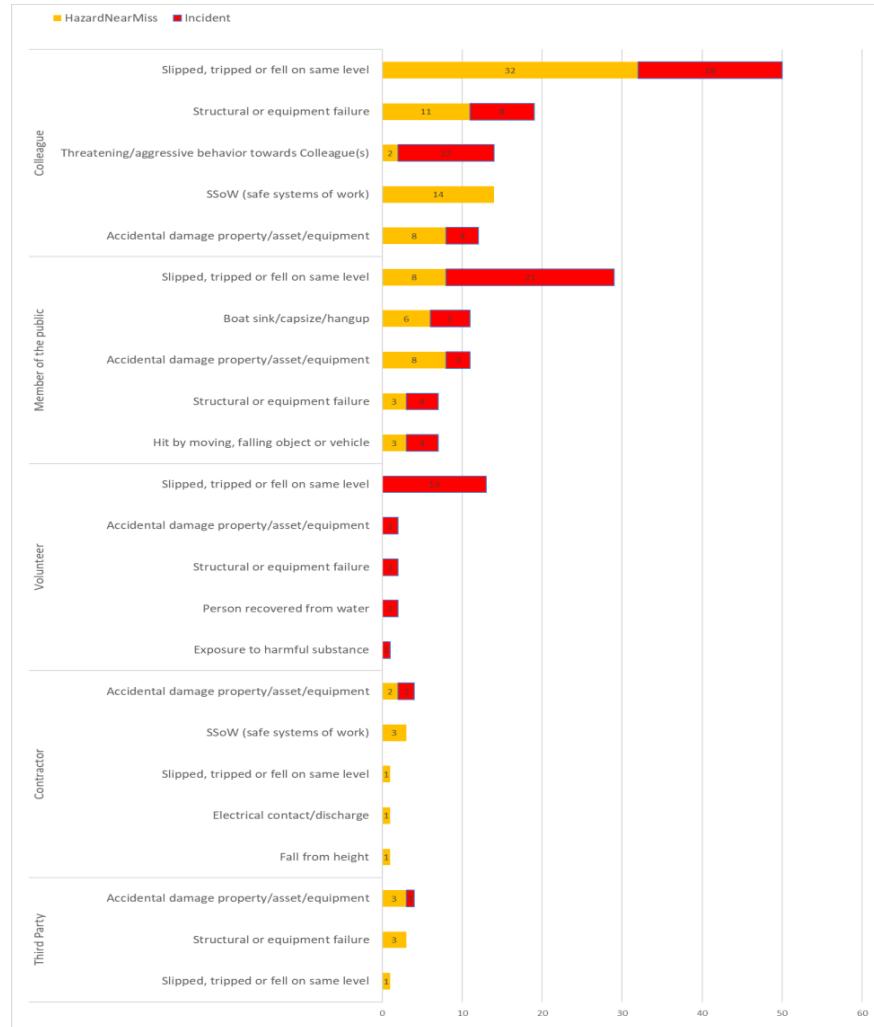
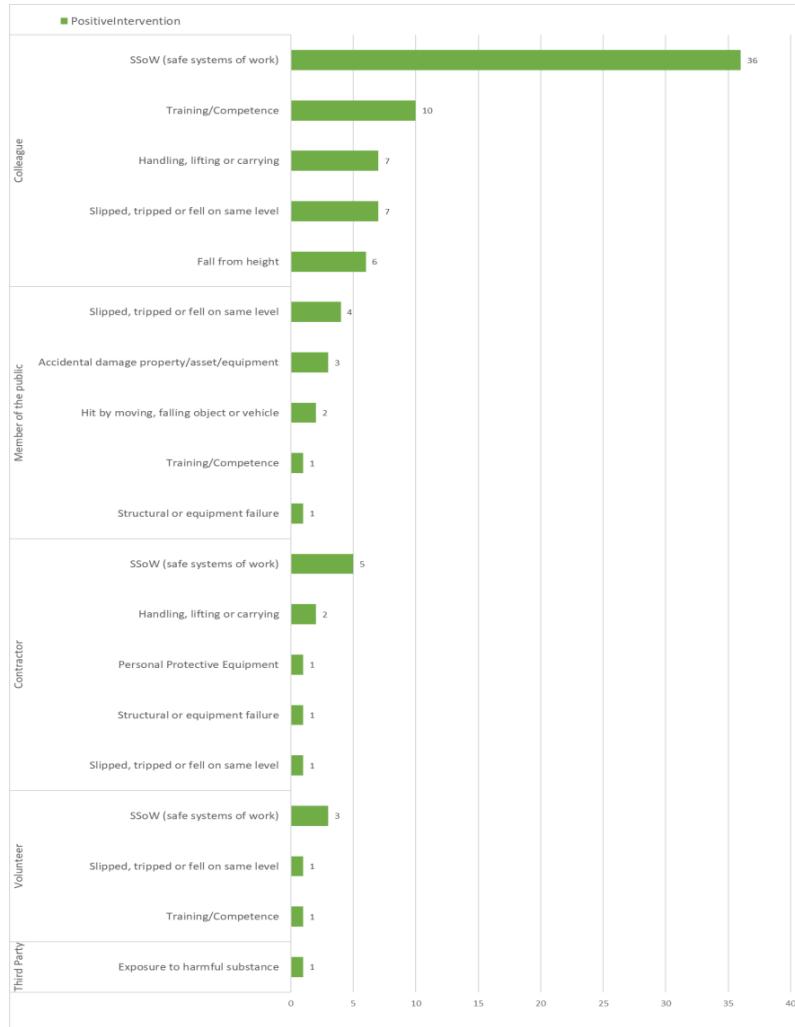


Table shows up to Top 5 categories by subject

POSITIVE INTERVENTIONS

November - December 2019



Appendix B – Trailer on Tour Feedback Infographic



**Canal &
River Trust**

Making life better by water

You
Said

We Listened
about Health, Safety
and Wellbeing

Trailer on Tour Feedback 2019

This year, the Trailer on Tour travelled nationwide, and we met over 1,200 colleagues and volunteers at 46 yard meetings. We wanted to ask what we can do to make things better for you at Canal and River Trust.

So that we can deliver our plans and realise our vision, we need everyone at the Trust to be at their best in what they do, and so we must all feel able to speak up when we have concerns. Through our Trailer on Tour, we learned a lot about the challenges you face and we have listened to your ideas. Amongst these were a number relating to your safety and wellbeing, and we wanted to share with you the actions we are now taking relating to these. Please also watch out for more updates in regional comms and the Source.



Health and Wellbeing

CALL OUTS

While on-call is a necessary part of our emergency response, we do recognise it can be a burden on our people. As well as the national review, we're also looking at measures to filter out non-emergency calls.

People are expected to be on-call after a long shift - often the call outs are trivial

Should the Trust be providing inoculations to colleagues?

INOCULATIONS

The answer is that we can and this has been agreed with the Health and Safety Committee. Colleagues can speak to their line manager if they have a particular health reason or concern, and Inoculations can be provided through them.

Access to support for operations and direct service colleagues is a problem

MENTAL HEALTH

At work, you should feel able to talk to your line manager about issues that are concerning you and these will be dealt with confidentially. We also have mental health first aiders throughout the Trust who can help. We want more of these, especially from among Operations and Direct Services colleagues and are launching more training early in 2020 for this. If you are interested contact your department head.

Through the Employee Assistance Programme everyone has access to the support of qualified advisors trained to help you deal with everyday challenges, whether at work or at home. Phone 0800 716 017 and quote the code 72987.

The training system needs to improve, particularly volunteer refresher training. More power tool training would also relieve the pressure

TRAINING

We're currently reviewing requirements for all roles and this will continue. We've made improvements to training recording My Trust for volunteers and are working towards an online training system for volunteers to improve access. Tools training is easy to arrange. If you need training contact your manager/ leader.

It's difficult to manage the flow of towpath users - could volunteers have pop-up kits to show where they are working?

POP UP KITS

Great idea!

Thanks to your suggestion, we've trialled pop-up banners in various locations and plan to roll this out to more areas.

LOG INCIDENT APP

We have now configured a new feedback email into the app so that feedback is given to the originator when an incident is closed. Help and training is available, just ask!

People aren't sure how to use the app and if they do, little feedback is being given to the originator

Process

There aren't enough CAATS assessors

CAATS

Following your feedback, we'll be reviewing CAATS assessment and the availability of trained assessors.

Can Reactec be used by Operations teams and volunteers?

REACTEC / HAVS

This is something that we're already looking at and trials are imminent with colleagues in the North West. We're expecting to be able to confirm a wider roll-out in the new year.



Board Meeting
30 January 2020
Information & Decision Report
Trust458
Confidential Wording in Red

GOVERNANCE REPORT

Tom Deards, Head of Legal & Governance Services

1 PURPOSE

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

2 RECOMMENDATIONS

- 2.1. The Board is asked to note the paper and in addition:

- 2.1.1 **Redacted**
- 2.1.2 Note the Charity Commission Annual Return;
- 2.1.3 **Redacted**
- 2.1.4 **Redacted**
- 2.1.5 Approve the new appointments to the Regional Advisory Boards.

3 REDACTED

4 CHARITY COMMISSION ANNUAL RETURN

- 4.1. The Trust submitted its Annual Return to the Charity Commission in early January 2020. A copy can be found, for information, at Appendix B.

5 ANNUAL BOARD EFFECTIVENESS REVIEW

- 5.1. In my last update I confirmed that the Board would be required to complete an annual effectiveness review over the coming months.
- 5.2. The last independent review of the Board was undertaken in the 2017/18 financial year. The Charity Governance Code requires an external evaluation of the Board's effectiveness to be undertaken every three years (s.5.8.2 of the Code) and therefore, the next external evaluation is due in the 20/21 financial year. It is proposed that this year's internal evaluation is undertaken over the coming months.

5.3 Redacted

- 5.4. The proposed timetable for the effectiveness review is:

March 2020	Suggested questions presented to the Board for review. Scope of the review (to include committees) to be agreed.
April 2020	Questionnaire circulated and responses gained. Option for the board to meet to discuss the findings.
May 2020	Results of the questionnaire presented to the Trust Board. Action plan developed, if required and scheduled into the board's workplan for a future meeting.

- 5.5 It is proposed that the following timetable is put in place for the external review in 20/21:

September 2020	Begin the process of identifying an external facilitator.
January 2020	Trust Board agrees scope and instruction of the external reviewer.
March – April 2020	External review of the Board.
May 2020	Results of the review presented to Trust Board. Action plan developed, if required and scheduled into the board's workplan for a future meeting.

6 REDACTED

7 COUNCIL ELECTIONS UPDATE

- 7.1 Voting in the private boating, business boating, volunteers and employees constituency opened on 20 January 2020. The following posts are being elected to:
- Private Boating: 4 posts, 34 candidates
 - Business Boating: 2 posts, 5 candidates
 - Volunteers: 2 posts, 8 candidates
 - Employees: 1 post, 4 candidates.
- 7.2 Voting closes on 14 February 2020 with the result announced on 17 February 2020. The newly appointed candidates will commence their term of office from 26 March 2020.
- 7.3 As reported in the last governance update, despite interest from potential candidates, no nominations were received in the Friends of the Trust constituency. Recognising the importance of Friends representation within the Council membership, the Appointments Committee approved on 06 January 2020 a proposal to re-start the Friends election in January, with a condensed timetable and promotional support in the Friends email newsletter. The Committee approved a set of Election Rules for the Friends election and also approved minor changes to the existing Election Rules, to remove any references to Friends.
- 7.4 Nominations in the Friends constituency opened on 20 January and will run until 07 February 2020. Should more than one candidate put themselves forward, voting will run between 19 February and 09 March 2020. The results will be announced on 10 March 2020, with the successful candidate joining Council from 26 March 2020.

8 COUNCIL APPOINTMENTS UPDATE

- 8.1 In addition to the elected posts, new nominations are sought from a number of nominating bodies, for terms commencing in March 2020.
- 8.2 The Local Government Association has nominated Cllr Peter Thornton as their representative. The Association of Waterway Cruising Clubs has nominated Andrew Phasey as their nominee. Andrew is presently a member of Council representing the private boating constituency. Accordingly, Andrew will move constituencies on 26 March 2020 and commence a fresh four-year term of office.
- 8.3 The Trust is in contact with the following organisations to request nominees:
 - Railway & Canal Historical Society
 - Commercial Boat Operators Association
 - Society of Local Chief Executives
 - The Ramblers
 - Institute of Historic Building Conservation
- 8.4 A final list of Council membership will be included in the governance report to the March Trust Board meeting.
- 8.5 Arrangements for a council induction session continue to be progressed with a date in the spring to be identified.

9 REDACTED

10 REGIONAL ADVISORY BOARD APPOINTMENTS

10.1 A full list of Regional Advisory Board Members and their terms of office is included at

Appendix E.

10.2 The Board is asked to approve the appointment of three new members to the Wales and South West Regional Advisory Board, with terms commencing on 30 January 2020 until 31 January 2023:

10.2.1 Bryony Houlden, Chief Executive, South West Councils

Redacted

10.2.2 Chris Brierley, Deputy Police and Crime Commissioner for Gloucestershire

Redacted

10.2.3 Mary Hutton, Accountable Officer, Gloucestershire Clinical Commissioning Group

Redacted

January 2020



Charity Commission Annual Return 2019

CANAL & RIVER TRUST

Charity registration number: 1146792

Most of the information you give in this form will become publicly available on the Register of Charities. Any field that the Charity Commission will not display will be clearly marked.

This document is a record of the information provided in the Annual Return 2019.

THIS DOCUMENT IS A DRAFT AND HAS NOT YET BEEN SUBMITTED.

Do not send a printed copy of this document to the Charity Commission.

PART A - Charity information

Financial period

Financial period start date

01/04/2018

Financial period end date

31/03/2019

Income and spending

Income £

£ 210,000,000

Spending £

£ 201,000,000

Serious Incidents

For the period of this return, were there any serious incidents in your charity that have not been reported to the Charity Commission?

No

Fundraising - professional fundraiser

Did your charity raise funds from the public?

Yes

Did the charity work with any professional fundraisers?

No

Fundraising - commercial participator

Did your charity work with any commercial participators?

Yes

Did your charity have a written agreement with each of its commercial participators?

Yes

Government contracts

During the financial period for this annual return, did the charity receive income from contracts (other than grant agreements) with central government or local authorities?

Yes

How many contracts did your charity have with central government or local authorities?

39

What was the total value of these contracts?

£ 5,092,601

Government grants

During the financial period for this annual return, did the charity receive income from grants from central government or local authorities?

Yes

How many grants did your charity receive from central government or local authorities?

1

What was the total value of these grants?

£ 51,300,000

Income from outside the UK

Did your charity receive income from outside the UK ?

No

Spending outside England & Wales

Did your charity operate outside England and Wales?

No

Total Spending outside England & Wales

£

Trading subsidiaries

Did the charity have any subsidiaries?

Yes

Were any of the trustees also directors of the charity's subsidiaries?

No

Trustee payments

Did any of the trustees receive any remuneration, payments or benefits from the charity other than refunds of legitimate trustee expenses?

No

Did any of the trustees resign and then take up employment with the charity?

No

Employees' salaries

Did any of your charity's staff receive total employee benefits of £60,000 or more?

Yes

What was the value of the total employee benefits provided by your charity to its highest paid employee?

£ 227,861

£60,000 to £70,000

28

£70,001 to £80,000

13

£80,001 to £90,000

11

£90,001 to £100,000

7

£100,001 to £110,000

1

£110,001 to £120,000

4

£120,001 to £130,000

1

£130,001 to £140,000

0

£140,001 to £150,000

0

£150,001 to £200,000

1

£200,001 to £250,000

2

£250,001 to £300,000

0

£300,001 to £350,000

0

£350,001 to £400,000

0

£400,001 to £450,000

0

£450,001 to £500,000

0

Over £500,000

0

Volunteers

How many UK volunteers, excluding trustees, did the charity have during the financial period?

3551

Financial controls

Did your charity review its internal financial controls?

Yes

PART B - Financial information

Account type

Does your charity prepare:

Group accounts

Income and endowments

Donations & legacies

£ 5,300,000

Legacies

£ 235,000

Endowments received

£ 0

Other trading activities

£ 76,300,000

Investment income

£ 53,400,000

Income from charitable activities

£ 74,800,000

Other income

£ 200,000

Total Income and endowments

£ 210,000,000

Expenditure**Expenditure on raising funds**

£ 44,800,000

Investment management costs

£ 8,900,000

Other expenditure

£ 0

Expenditure on charitable activities

£ 156,200,000

Grants to institutions

£ 0

Governance costs

£ 500,000

Total Expenditure

£ 201,000,000

Gains/(losses)**Gains/(losses) on revaluation of fixed assets**

£ 0

Actuarial gains/(losses) on defined benefit pension schemes

£ 15,900,000

Net gains/(losses) on investments

£ 29,200,000

Other gains/(losses)

£ 0

Assets

Total fixed assets

£ 1,047,300,000

Fixed asset investments

£ 993,500,000

Total current assets

£ 105,300,000

Current asset investments

£ 4,600,000

Cash at bank and in hand

£ 38,000,000

Funds**Endowment funds**

£ 790,900,000

Restricted funds

£ 700,000

Unrestricted funds

£ 53,700,000

Total Funds

£ 845,300,000

Liabilities

Creditors due within 1 year	Creditors falling due after one year and provisions
£ 80,900,000	£ 157,200,000
Defined benefit pension scheme asset/(liability) This figure should be prefixed with a minus symbol if it is a negative value	
£ -69,200,000	
Total net assets/(liabilities)	
£ 845,300,000	

Additional information

Support costs	Depreciation charge for the year
£ 17,600,000	£ 5,200,000
Level of reserves	Average number of employees
£ 53,700,000	1654

Privacy statement

Any information you give us will be held securely and processed only in accordance with the rule on data protection. We will not disclose your personal details to anyone unconnected to the Charity Commission unless:

- you have consented to their release; or
- we are legally obliged to disclose them; or

- we regard disclosure as either (a) necessary so that we can properly carry out our statutory functions or (b) necessary in the public interest.

We may share and disclose information about you with relevant public authorities, regulatory bodies and agencies, outside the Charity Commission but only if:

- we can lawfully do so; and
- we decide that disclosure is necessary for national security, crime detection, prevention, and law enforcement, or other issues in the public interest

Information we collect about you

We will use this information:

To enable us to carry out our statutory functions and duties;

This will include the following actions:

- (a) update, consolidate, and improve the accuracy of our records;
- (b) undertake crime detection and prevention and law enforcement and assist the third parties specified above to investigate or prevent crime and carry out law enforcement;
- (c) data analysis, testing, research, statistical and survey purposes

Information we receive from other sources.

Information we receive from other sources

We may combine this information with information you give to us and information we collect about you.

We may use this information and the combined information for the purposes set out above (depending on the types of information we receive).

We will ensure that any such disclosure and use is proportionate; considers your right to respect for your private life; and is done fairly and lawfully in accordance with the data protection principles of the Data Protection Act.

The Data Protection Act 1998 regulates the use of 'personal data', which is essentially any information, however stored, about identifiable living individuals.

As a 'data controller' under the Act, the Charity Commission must comply with it. Any changes we may make to our privacy statement in the future will be set out in the replacement version of this form.

Please check back frequently to see any updates or changes to our privacy policy.

Declaration

This annual return has not been submitted and no Declaration has been made



Canal & River Trust
Regional Advisory Board Membership
Appendix to Governance Board Report 30 January 2020

Status

(All)

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



**Board Meeting
30 January 2020
Information Report
Trust460
Items in Red Confidential**

CHIEF EXECUTIVE'S REPORT

1. INTRODUCTION

- 1.1 This report covers the period to the end of November, with more recent updates where available.
- 1.2 The follow-up to the Toddbrook Reservoir incident, and in particular the response to the two independent Reviews, continues to take a large proportion of the Executive team's time. The position, and the work to ensure lessons are applied to all other Trust reservoirs to provide complete assurance that they are in a safe condition, is described in a separate paper.

2. INTERNAL MATTERS

- 2.1 Following the recent full colleague survey results, the 'pulse' survey to give an indication of the change in the period before Christmas shows a slight improvement, though not beyond the statistical variability of the survey given the smaller sample size. **Redacted**.
- 2.2 As reported in the Asset Improvement Report (Appendix 3), we suffered the sad and sudden death of Ged King, one of our Regional Construction Managers, shortly after Christmas.
- 2.3 **Redacted**.

3. EXTERNAL RELATIONS

- 3.1 With the Conservative Government securing a large majority in the December General Election, the Trust can now expect a period of relative stability at Westminster, **redacted**.
- 3.2 Letters have gone to all new (and returning) riparian MPs and an early chance for face-to-face engagement is provided by the IWA's parliamentary reception on 27 January. Further information on the new parliament is in Appendix 5. The Trust has postponed our planned Westminster event until May in consequence. **Redacted**
- 3.3 **Redacted**

4. PERFORMANCE

- 4.1 Appendix 1 sets out our performance against the new set of KPIs for the first six months of the year. Some measures have moved to 'red' status – as foreseen in the report at the last meeting.
- 4.2 First, the number of active Friends has not seen the level of growth we hoped to achieve, as has been the case for the past few years. Indeed, the current off-season recruitment

rate is only about level with the number of Monthly cancellations so net growth is very slow, and it is unlikely that we will achieve much more than the current total of 30,817 Friends by year end, well short of the 35,000 target. The future plans for fundraising, including individual giving, is set out in a separate item on the Board agenda.

- 4.3 In addition, with the December 'pulse' survey showing only a modest improvement on the September survey scores, the year end target is now virtually beyond reach with just the March survey to come, for employee colleagues and volunteers; so, these are now both 'red'.
- 4.4 Finally, whilst boater satisfaction results have improved slightly through the summer (and since last year's annual survey), they are short of the target for the year, with no more surveys planned now until April. Hence this is effectively the year end position.
- 4.5 Those measures which are derived from the Waterway Engagement Monitor survey continue to be out of step with targets, reflecting the significant shift in the methodology applied to ensure better representation by our new research agency. As well as the much higher visitor numbers now reported, the Towpath User satisfaction scores (currently showing as Amber as slightly below target) are also affected.

5. EXECUTIVE REPORTS

- 5.1 The Executive's reports feature as Appendices 2, 3, **4**, 5 and **6**.
- 5.2 There is no Risk appendix; following the Board's annual risk review at the last Board meeting, and we are finalising the new risk weighting structure to take better account of loss of life safety risks following that discussion. We will present the recommended approach to the February Audit & Risk Committee for their approval.

January 2020

CHIEF EXECUTIVE'S REPORT APPENDIX 1

Key Performance Measures and Targets – 2019/20

*See Appendix for key

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Nov YTD	Full year target	Prior year actual
			2019/20	2019/20	2018/19
Growing the number & satisfaction of users & visitors	Visitor Volume	No of users & visitors to our waterways in typical two-week period	8.9 million ¹	4.3 million	4.1 million users / visitors
	Satisfaction Rating (user & visitor experience)	Towpath User Satisfaction	88%	92%	92%
		Boater Satisfaction	67%	73%	61%
Improving our public safety and health & safety of our colleagues	Public Safety	No of reported incidents due to infrastructure	16	27	28
	Safety of our Colleagues	Combined employee, volunteer/contractor RIDDOR accident frequency rate	0.24	0.15	0.29
Good overall waterway condition (assets, water, heritage/environment)	Asset Health Index	A combination of new asset condition score (0 to 100) & the consequence of failure (1 to 5)	43.34	Establishing the Baseline	New KPI
Being inclusive	Local Users & BAME Participation (1km)	% of local people (living within 1km / 10-15 mins walk) using our waterways regularly	41%	32%	30%

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

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Nov YTD	Full year target	Prior year actual
			2019/20	2019/20	2018/19
		% of local people specifically from local BAME communities using our waterways regularly	40%	Being determined	Being determined
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	75%	67%	64%
	Feel Safe by Water	Personal safety/security rating of our waterways by local people living within 10-15 mins walk	82%	Being determined	Being determined
Growing our brand awareness, particularly those living close to our waterways	Brand Awareness (All & 1km)	% of prompted awareness of the Trust among total population & local people	48% (all) 54% (1km)	45% (all) 54% (1km)	38%(all) 50%(1km)
Building a strong and broad supporter base	Supporter Growth	No of Supporters (active & passive)	560,740	480,000	423,000 supporters across all channels
		No of active Friends & other regular individual donors	30,817	35,000	28,580 active Friends
Improving our colleague engagement & diversity of those working & volunteering for the Trust	Diversity	% of recruitment colleagues from BAME background	7.01%	6.5%	5.9%
	Colleague Engagement (Employees/ Volunteers)	Colleague engagement	63%	68%	65%
		Volunteer engagement	71%	80%	78%

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Nov YTD	Full year target	Prior year actual
			2019/20	2019/20	2018/19
Expanding our volunteer base / impact	Active Volunteers	No of volunteer hours & No of active volunteers	442,804 3,403 ²	725,000	671,840
Defra Waterway Targets – improving our waterways/assets	Towpath Condition	Towpath condition graded C or better	Annual KPI	≥80.0%	80.8%
	Principal Assets	Principal assets grade C or better	86.9%	≥86.5%	86.8%
	Flood Management	Condition of flood management assets graded C or better	Annual KPI	≥99.0%	99.0%
Financial Measures	Property Portfolio	Forecast annual total return (net) on Investment properties	5.7%	3.4%	7.5%
	Non -property portfolio	Forecast annual total return (net) on our Diversified investments	6.3%	6.3%	5.9%
	Endowment Investment Assets	Forecast five year rolling total return from our Endowment assets	8.9% vs 6.8% (CPI+5%)	8.6% vs 6.8% (CPI+5%)	11.8% vs 6.4% (CPI+5%)
	Non-investment income	Forecast non-investment income to grow >CPI plus 1% (on 5 year rolling basis)	6.6% vs 2.8% (CPI+1%)	5.8% vs 2.8% (CPI+1%)	5.7% vs 2.4% (CPI+1%)
	Support Costs	Forecast support costs share of total cost	8.5%	8.7%	8.3%

² No of active volunteers is a new measure and the way of calculating this is not yet confirmed, this value is individuals who've volunteered as little as 1 hour in the past 12 months.



Board Meeting
30 January 2020
Information Report
Trust460
Text in red confidential

OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

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

1.2 WHAT'S GOING WELL, NOT SO WELL

1.2.1 Positives

1.2.1.1 Vegetation management at reservoirs has progressed well. A full photographic record has been kept. We continue to monitor sites and we are revisiting some locations to complete snagging or additional works following the completion of the first round of clearance. We have a couple of locations where we cannot gain access to complete works due to high water levels.

1.2.1.2 The transition to OpenContact our outsourced customer contact centre has gone smoothly.

1.2.2 Challenges

1.2.2.1 Recent poor weather impacting on the network particularly in the east of the country as reported below.

2. OPERATIONS

2.1 Operational incidents

2.1.1 Flooding

2.1.1.1 In WMS flooding has been significant problem on the Llangollen and Montgomery canals, managing water levels due to persistent rain and already waterlogged ground. The weekend of the 26th October saw some of the worst floods we have dealt with in a long time. Pictured Welshpool Lock with water almost overtopping when the freeboard is usually 500mm.



2.1.1.2 The effects of the intense and prolonged rainfall continued across other parts of the network during November and early December. There was significant damage and impact caused in Yorkshire & North East, North West and East Midlands regions. These included: full closure of all South Yorkshire navigations for approximately 3 weeks whilst the clean-up took place; and damage to assets and boats on the River Weaver (NW).

2.1.1.3 Infrastructure damage includes partial collapse of a lock-side (Saltersford Lock, River Weaver), damage to moorings, and flood damage to M&E equipment (Mexborough Lock Y&NE, Boddington pumping station L&SE). Deposits of silt brought through by the floods on the River Don caused a freight vessel to become grounded in the lock entrance. We as yet don't have a full picture of the silt deposited but we anticipate further need for dredging on the south Yorkshire navigation.



2.1.1.4 Operational teams have been involved in assisting customers impacted by flooding in terms of access to moorings and in one case dealing with a risk of sinking. At least 2 boats came loose and were washed onto weirs in Yorkshire and 2 broke away from moorings and sank on the Weaver Navigation. Volunteers have helped the recovery with towpath clearance.

2.1.2 L&SE – Since November customer service facilities at Little Venice have been affected by a major sewer collapse in the area which resulted in both the customer service facility and Little Venice office being temporarily closed until alternative arrangements could be made. A temporary septic tank has now been installed in the grounds of the LV office which is maintained by Thames Water. Repair work is now complete.

2.1.3 WMS - An oil spill in Walsall resulted in wildlife being impacted and the RSPCA notified. The issue was first reported by a local newspaper and required a swift response between ourselves and the Environment Agency to limit impacts and reputational harm. Working with the RSPCA and local community over 50 birds were saved from any serious harm.



2.2 Water Resources

2.2.1 We have completed the applications for abstractions under the Water Act and met the deadline for submissions of December 2019. However, we are now aware of an extension of the deadline by the EA until the end of June 2020. The next stage is for the EA to evaluate the submissions.

3. ORGANISATION

3.1 Regional Structure and Consultation

3.1.1 In LSE, we have secured new starters; Community Engagement Manager, Boating and Customer Service Manager and Strategic Programmes Delivery Manager. We have made an appointment for the London East Area Operations Manager, which leaves 2 positions vacant from 5. A new General Manager/Harbour master has also been appointed in Docklands (under contract arrangements). The dedicated recruitment specialist remains in post until March to help secure these roles as well as the other vacancies. The region continues to be supported by colleagues from other COO areas, this is expected to continue until the end of March.

3.1.2 Across the regions there are 3 vacancies for Community Engagement Managers following one departure and 2 internal moves. EM have appointed a Destinations & Attractions Manager; WSW are recruiting a Heritage and Environment Manager and we will be appointing a National Boating Liaison officer to support the national team shortly.

3.1.3 Changes to Business Boating have been announced, the National Business Boat Manager and Business Boating Surveyors will transfer to the CIO Directorate, with

National Business Boating Managers moving into the regions as their work is focussed on relationship management with local trade operators.

3.2 Advisory Boards

- 3.2.1 The EM Annual Public Meeting took place in Leicester on 7 November. More than 70 people attended. A number of useful strategic contacts attended which has enabled follow up meetings with contacts such as the Head of Strategy and Economic Growth Manager at Leicestershire LEP.
- 3.2.2 The WM Annual Public Meeting is to be held in Staffordshire, on 27th February.
- 3.2.3 Recruitment is underway for a new Chair for YNE Advisory Board.
- 3.2.4 A visit to Toddbrook Reservoir is scheduled for 28th February for our Advisory board chairs.

4. STRATEGIC PROGRAMMES - DELIVERING THE SERVICE

4.1 Beauty on the Doorstep

- 4.1.1 Green Flag Award - New sites and sites requiring renewal of the award will submit applications at the end of January 2020. Details of sites and their status is included in Appendix A
- 4.1.2 L&SE - Hanwell Flight - Green Heritage application is being prepared with the local IWA who will be taking on the adoption of the flight, so this application will be significantly stronger. Stonebridge Lock is also ready for resubmission and will be 'Mystery Shopped' by Green Flag Judges in summer. As part of this fly tipping and depositing of engine oil at the customer service site is being addressed and there is ongoing work with the Stonebridge Coalition regarding improving relations.
- 4.1.3 YNE- Chesterfield Canal - The Misterton Towpath scheme continues with our volunteers contributing significantly to it, work has now reached the halfway point, completing over 450m of re-laid towpath.



4.2 Community Safety

- 4.2.1 Building on relations developed in the summer, we have met with Nottingham's city centre manager and representatives from Community Protection and others to discuss shared issues including towpath lighting, rough sleeping, graffiti, litter, licence infringement and Green Flag status for the canal corridor. Ongoing dialogue with the city council will be prioritised as part of the East Midlands team's plans for improvements. Related to this we have completed repairs to lighting in the area, receiving very positive social media feedback.



- 4.2.2 WMS- removal of offside trees on the Staff & Worcs canal is an ongoing project with volunteers and bank staff clearing as much as 1/3rd of the canal of low hanging trees and trimming hedges on the towpath side. A total of 6 miles have been completed so far.

4.3 Water Safety

- 4.3.1 All regions have participated in the water safety campaign including the Don't Drink and Drown awareness campaign.
- 4.3.2 Our skills and learning teams are targeting primary schools throughout the regions with our winter safety campaign.
- 4.3.3 W8SW – are working with Avon Fire and Rescue to build a partnership aimed at providing a permanent rescue boat on the river Avon. This will bring positive publicity for the Trust.



4.4 Customer Service

- 4.4.1 EMS first regional Boating Conference took place in November. The event brought together 41 people with boating interests across the East Midlands, exploring a range of issues relating to congestion and customer dissatisfaction (e.g. water management, dredging and vegetation). The event was an opportunity to improve relations, and gain ideas and feedback on how the region can improve some key issues and all agreed that the event was informative.

4.5 Customer Service Improvements

- 4.5.1 1st of November saw the commencement of our new customer service contract with OpenContact. On transfer, it became clear that MoneyPenny call volumes were incorrect, we saw an increase of call volumes of between 15-20%. We're engaged with OpenContact to revise our contract KPIs and mitigate against further cost. Call abandonment was at 7.8% (5% target) due to agent training and system familiarisation. Service provision has been positive with calls, emails and live chat all being available. In November (latest available data) 98% of licence related calls were first call resolutions, customer satisfaction was measured at 78% (85% target, 469 respondents). The latter is a contract performance target and following a 3 month start up period, this will attract performance penalties.

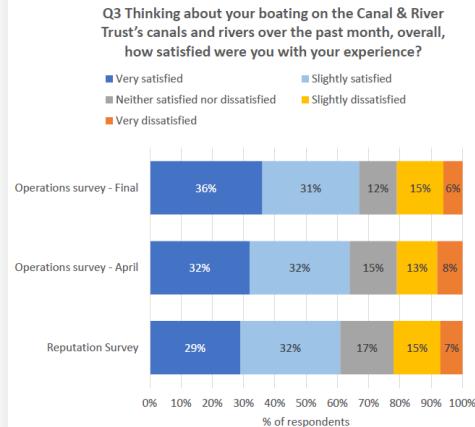
- 4.5.2 L&SE - The Waste Advisory Group is actively reviewing and making improvements to customer service sites in the region including Stonebridge on the River Lee. Opportunities for immediate improvements have been highlighted including known problem areas which will be addressed through allocation of Strategic Programme money.

4.6 Boating & Mooring

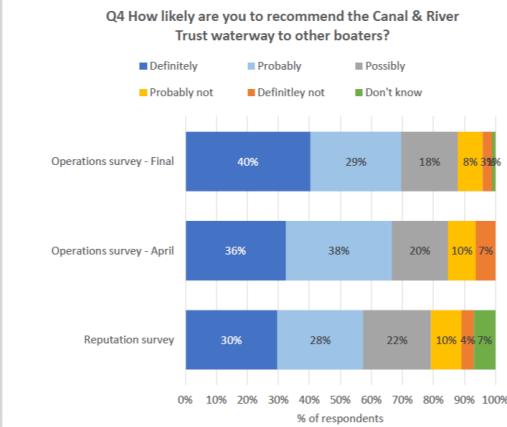
- 4.6.1 Boater satisfaction. December saw the final survey results for the Calendar year. The headline figures are:

- 67% of respondents satisfied (up on the annual survey - reported 61% and April 64%)
- Highest satisfaction rates were North Wales* (85%), West Midlands (74%) and East Midlands (71%)
- 40% of respondents said they would definitely recommend and 29% would probably recommend Canal & River Trust waterways to other boaters (up on the annual survey - reported 30% would definitely, and 28% probably, recommend our waterways)
- Highest 'definite' recommendation rates were North Wales* (57%), West Midlands (49%) and East Midlands (49%)

Overall satisfaction



Propensity to recommend



4.7 Attractions Development

- 4.7.1 The National Waterways Museums at Gloucester and Ellesmere Port transferred to the Regions on the 6th January 2020 a summary of visitor numbers is in Appendix B
- 4.7.2 Stoke Bruerne transformation plan. Following workshops and the input of external parties, a planning application for listed consent has been submitted for the museum. The internal works will be programmed for the end of 2020 to avoid disruption to the season.
- 4.7.3 Anderton Boat Lift won the coveted 'Experience of the Year Award' from Marketing Cheshire's Annual Tourism awards ceremony in October.

4.8 Connectivity HS2

- 4.8.1 We have met with HS2 to negotiate a renewal of service agreement with them. In Phase 1 we have been notified of woodland clearance works to be completed this winter. This has been a particular concern of our customers in the West Midlands region. In Phase 2 there is an intention to serve notice on the Trust for acquisition of part of the Lichfield Canal including a sensitive heritage bridge. Advice on securing the future of the bridge is being sought from Historic England.

4.9 Expanding the network – Restoration

- 4.9.1 Buckingham Canal Society - Restoration of Bridge 1 (Cosgrove) is progressing, the towpath has re-opened for the first time in 50 years.
- 4.9.2 Montgomery Canal - School House Bridge – Montgomery Canal Reconstruction Ltd, with John Dodwell leading, have secured planning permission for the new bridge. We are working with John to ensure the restoration company have the required competencies to supervise their own work under CDM, free training is being provided.

4.10 Boat Licensing Customer Support

- 4.10.1 Redacted.**

- 4.10.2 The body-worn camera trial – A soft roll-out has started, where cameras are being worn during patrols and at incidents, in order to measure boater reaction and to provoke discussion and feedback. **Redacted.**
- 4.10.3 Improper Mooring Process – The new process will commence in January using existing terms and conditions, and by-laws to support colleagues in resolving persistent issues caused by poor mooring practises. There will be a communications campaign and focus on hotspot areas which will highlight that there may be consequences for persistent offenders in terms of their boat licence renewal.
- 4.10.4 L&SE - The Islington Eco-Mooring project addressing air quality issues is progressing. The two-year trial will see electric charging points installed on the towpath and a requirement to only use electricity for power/charging of batteries. There will be a programme of education, monitoring and technical assistance available, funded by DEFRA and Islington Council. We are partners in London Borough of Camden's bid to the Good Growth Fund to install charging points at pollution hot-spots. The aim will be to provide options to boaters to avoid idling engines without introducing restrictions.
- 4.11 Business Boating
- 4.11.1 **Redacted.**
- 4.12 More activity on the water
- 4.12.1 Let's Activities. All regions are developing programmes of Lets... activities for 2020: in WSW we are developing Let's Canoe and Let's Walk, for 2020, in partnership with Somerset Boat Centre, Wiltshire Council, Nordic Walking UK and Wiltshire Wildlife Trust. In EM there is programme of Let's Paint and Let's Dip which we trialled at Foxton in 2019 being extended to Stoke Bruerne this year as part of the explorers' programme, where it will be available for family visitors. In WMS a partnership is being set up with Potteries Heritage Society to put on a series of events; (Let's Walk! Let's Cycle! Let's Paddle! 'Let's meet and eat': is a multi-cultural canal side opportunity for language and culture learning in Walsall and Coventry and a partnership with Unite Student Accommodation has allowed us to add a commonwealth games aspect to the programme and run a whole month of activities to 400 students in Battery Park throughout January using the "Let's get games ready" wellbeing month.
- 4.12.2 EMS - two events were organised as part of Nottingham's Mental Health Awareness Week, offering a boat trip and towpath walk in conjunction with Nottingham Narrowboat Project, and a 'pub paddle' canoeing taster session organised in conjunction with Leicester Outdoor Pursuits Centre.

5. STRATEGIC PROGRAMMES – WELLBEING

- 5.1 Personal Health & Wellbeing
- 5.1.1 Community Roots- in the NW – 3 new Community Root adoptions finalised on the Leeds Liverpool Canal. In LSE - a partnership with Middlesex University is being developed at Brent reservoir. We have also partnered with Canal Side Artists - a group of 10 independent artists on a community open day.
- 5.2 Community Wellbeing & Ownership
- 5.2.1 Volunteering performance to the end of December:

Individuals who volunteer for the Trust	3,403	Active in the past 12 months. Correct as of 2/1/20. Note, some people volunteer in more than 1 team.
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Overall number of Partner Groups	409	6 groups volunteer for more than 1 area of the Trust and are recorded more than once in the table below. On average partner groups volunteer with us for over a 34-month period.
Average Length of volunteering	31 months	The team with the longest average length of relationship is the Museums team at 48 months.
Volunteer engagement	71%	

	Active Volunteers			
	B18 Outturn	B19 Target Full Year	B19 75% of Target	Actual Dec
Total	671,840	725,000	543,750	442,804

- 5.2.2 A working group is setting up common roles/resources for volunteers leading Let's activities (walks etc.) with template roles, training and joined up promotion campaign. This will look at volunteering in bigger events in due course.
- 5.2.3 The Volunteering Engagement Survey was completed providing feedback for teams to improve task planning and appropriate national level messages. Communications is the key concern and improvement has been built into the national development action plan, for all people associated with leading volunteers. The results of volunteer engagement have maintained at 71% (from 78% 12 months ago). This has likely to have been in part due to regional teams becoming established.
- 5.2.4 L&SE - Faith Forum/Trees for London project has identified 49 sites (including 19 floating habitats) for new tree planting with a wide number of faith organisations across 14 of 16 London authorities. A programme of tree planting and floating habitat installation will see planting ceremonies through February and March 2020 with invited faith groups, local organisations and councillors. The sites will then be maintained and "adopted" by the local faith groups.
- 5.3 Connections with nature, arts and culture
- 5.3.1 Let's Fish - The 2020 itinerary is being compiled. 16 new coaches underwent level 1 angling coaching training during November.

Let's Fish	Target	Year to Date	2018/19 Achievement
Numbers engaged	5000	8385	3894

- 5.3.2 Light Up the Lock - On the 21st December the Trust lit up Dobson Locks at Apperley Bridge for the local community to take a moment of calm before the chaos of Christmas. A stonemason showed families how to make candle holders while a local artist made a community art piece and our explorers helped make lanterns out of recycled materials. A blacksmith held demonstrations of his work. There was also meditation, yoga & tai chi before a finale of lights at the lock with local musicians and singers.



- 5.3.3 NW - The Liverpool River of Light event took place in early November. The waterfront was transformed with light, colour and sound as several art commissions by exciting international light artists were on display across the city including an installation in the Liverpool Canal Link at Mann Island.



5.4 Connections: Education & Youth Engagement

- 5.4.1 Y&NE Stockton Trainee Teacher Partnership - we are working to develop a training day at Tees Barrage. The day will be based on planning school trips, with a particular focus on how they can use the barrage in lessons. 30 trainee teachers registered for the day.
- 5.4.2 EMS - The region supported an introductory visit to the River Soar Navigation in Leicester, attended by 3 of 4 newly recruited Young Leaders. The Young Leaders will be working with the Trust to create a digital campaign and introduce the Trust's work to a younger audience.
- 5.4.3 L&SE - the Trust will be included in the pending modules of the London Curriculum – a GLA/Mayor resource for London's teachers to use the city as inspiration for learning, the new modules are part of London National Park City. We have co-drafted a Waterways and Wellbeing module.

6. BRAND, SUPPORTERS & INFLUENCE

- 6.1 Open Days - preparation continues for 2020 open days. The Dowley Gap Locks open day on 19th January was a huge success with approximately 1500 visitors and 9 friends signed up. There were cash donations of over £250 and we are awaiting confirmation of the contactless donation value. An updated list of forthcoming events is below:

Date (2020)	Location	What's on offer
29 Jan-2 Feb	Stanley Locks, Leeds & Liverpool Canal, Liverpool	The Trust is hosting a heritage tour of the Stanley Lock Flight and Collingwood Dock. This should coincide with work to replace fenders on the gates at the top lock giving a flavour of the work that goes into keeping the canal open and available for use.
31 Jan-VIP day 29 Feb-general	Stanley Locks, Liverpool	This open day will coincide with work to replace fenders on the gates at the top lock – giving a flavour of the work that goes into keeping the canal open and available for people to use.
18 2 Feb	Bedford Street Locks, Trent & Mersey Canal, Stoke	This staircase flight of locks will be drained with visitors able to enter the bottom of the lock where repairs are being undertaken at locks 1 and 2.
8/9 Feb	Anderton Boat Lift, River Weaver, Cheshire	Visitors will get a 'behind the scenes' look at the maintenance that goes into keeping the 'Cathedral of the Canals' in good working order.
February to March	Foxton Locks, Grand Union Leicester Line, Market Harborough	The Trust is hosting a programme of weekend events and activities (guided walks, talks etc) over the course of the maintenance works. In addition, a viewing platform in one of the drained locks will provide a unique view of the lock flight.
March-tbc	Sharpness Dock, Gloucester & Sharpness Canal	This showcase of Sharpness will include tours of the site and an insight into how the Trust operates the Docks and the history of the docks. The Trust's #plasticschallenge will invite people to help tackle the issue of plastic pollution flowing from inland canals and rivers into the world's oceans.

March-April	Soulbury Pumping Station	Virtual open day
16 May	Diglis, River Severn, Worcester	As part of a celebration of World Fish Migration Day, the Trust's partnership project <i>Unlocking the Severn</i> , which will ensure the return of migratory fish to the River Severn, will provide tours showcasing the construction of an important new fish pass at Diglis.

- 6.1.1 **L&SE - Corporate volunteering:** The L&SE has held 10 corporate volunteer days which secured £17,045 in income with more activity planned for early 2020. We have refocused our programme of activity focusing on quality relationships which produce long term sustainable partnerships. By example we have just begun a partnership with Wells Fargo, the world's 4th largest bank with a presentation to 200 members of their staff on our plastics campaign which led to a grant of \$5,000 being awarded to set up a Canal Adoption along the Regents Canal. Other recent organisational contacts are Morningstar, Twiin and Selfridges where we are hopeful of a wider relationship.
- 6.1.2 W&SW – Jeremy Miles AM for Neath and Rebecca Evans AM for Gower visited the Swansea Canal to see the dredging works. Met with volunteers from the Swansea Canal Society and discussed the short, medium and long-term aspirations for the canal.
- 6.1.3 The COO has met with her counterpart in the National Trust for a useful shared learning session. A wider joint meeting is planned with regional directors.
- 6.1.4 On Facebook, the angling page now has just over 34,500 followers with 1340 followers on Twitter. Website analytics confirm the fishing pages attract around 10% of the overall traffic to the Trust's website. Boating Twitter has seen a 5% increase in followers in November with a 3.5% increase in engagement and over 400,000 total impressions made. Our peak engagement is for brand-driven messages, so provides a real opportunity for brand awareness.
- 6.1.5 EMS & YNE– We have a developing a strategic partnership with East Midlands Railways to create a shared campaign to draw more people to the Leicestershire waterways using social media, station signs and potentially on-line mapping. This builds on the YNE Northern Rail Partnership where Trust promotional signage has now been installed at Skipton railway station and will be seen by over 1.2m people p.a.
- 6.1.6 December also saw our first 'Facebook Live' Q&A session with the Inland Waterways Accessibility Group, which gave disabled boaters the opportunity to raise questions and concerns with the National Boating Manager, BLCS representatives and the National Customer Support Manager amongst others. A successful pilot saw a peak of 36 participants with conversation and feedback being broadly positive.



7. FUNDING & FINANCE

7.1 General funding secured

- 7.1.1 Y&NE - Craven Council have secured £100K to deliver an interpretation scheme around Skipton. They want to work with the Trust to develop and deliver it on our canal.

7.2 Towpath funding secured

- 7.2.1 L&SE – TfL Quietway funding £1.3m secured to deliver 2.3km of towpath and access upgrades between Stockley Park and Hayes on the GU mainline this financial year, and a further £380k in FY20/21 to build a new access ramp at Horton Bridge Road (Yiewsley). This will include a new access ramp in Regent's Park.
- 7.2.2 EM -Towpath resurfacing at Packhorse Bridge in Leicester and Nutts Lane in Hinckley are in final planning for delivery this financial year using the fast-track process with Kier. £75k funded from the Local Growth Fund and £51.6k from a section 106 agreement.
- 7.2.3 L&SE - £750K secured of Growth funding from Oxfordshire County Council to upgrade 2.3 km of towpath, which almost completes a 3.5. km route along a popular towpath in north Oxford. This will fully fund infrastructure, new accessible ramps and steps, seating and links to other cycling routes. It will include welcome signs and share the space signage along the length and be a significant improvement along this stretch. The council will take over maintenance of the route.
- 7.2.4 WMS - £700k secured for towpath improvements in Catherine de Barnes and Stratford Upon Avon on the Grand Union Canal delivering 2.8km of towpath improvements, 400m of visitor mooring improvements, signs and waymarking; creating a link from the rural area into urban conurbations.

8. FUTURE OPPORTUNITIES

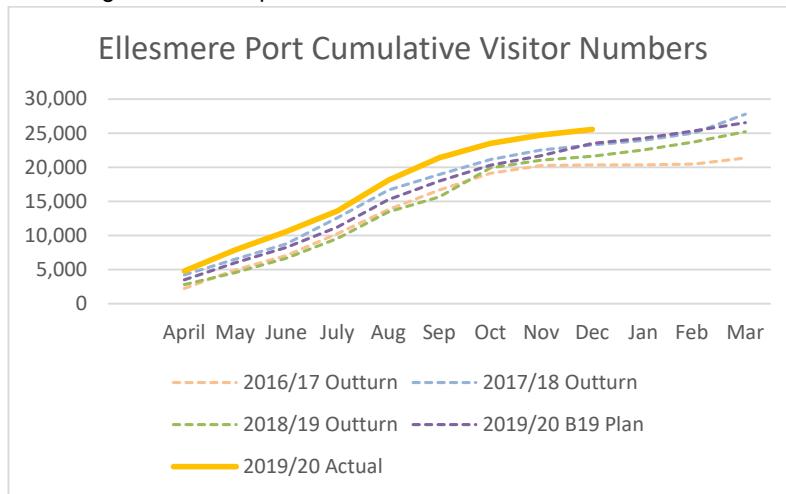
- 8.1 Y&NE - A bid to the Transforming Cities Fund has been submitted by Craven District Council as part of the Leeds City Region bid. This includes a new Trust owned bridge circa £600K and a new towpath circa £200K both in Skipton.

APPENDIX A - Green Flag Awards Summary

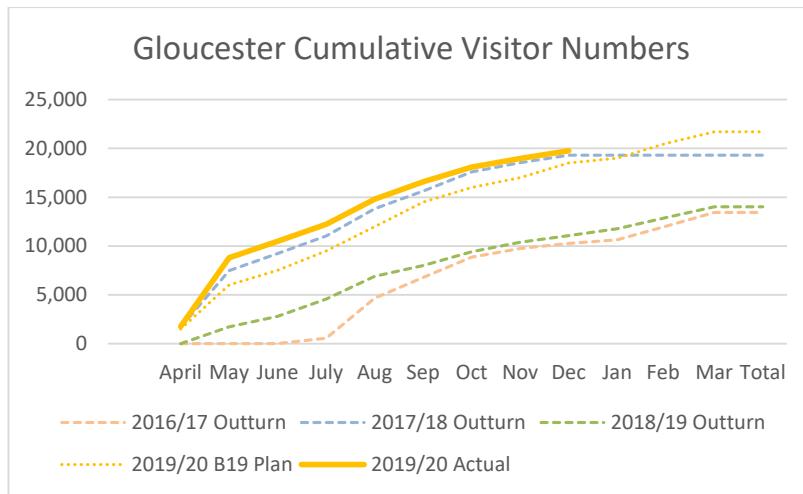
Canal	Green Flag Awarded	Year Green Flag Award renewed	Region
All 26 miles of the Macclesfield Canal	2016	2019	NW
4 miles of the River Lee Navigation, Waltham Lock to Cheshunt	2017	2019	L&SE
22 miles of the Shropshire Union Canal from Middlewich to Audlem	2017	2019	NW
12 miles of the Peak Forest Canal in the Peak District incl. Marple Lock Flight	2017	2019	NW
Marple Green Heritage Award – Marple Aqueduct & Marple lock flight	2017	2019	NW
All 87 miles of the Kennet & Avon Canal	2017	2019 (Jan 20 ready for re-submission)	W&SW
19 miles of the Lancaster Canal from Bilsborrow to the Lune Aqueduct	2018	2019	NW
32.6 miles of the Chesterfield Canal from Kiveton Park to Stockwith (including 14 miles awarded GF in 2017 - section from Stockwith to Retford)	2018	2019 (Jan 20 ready for re-submission)	Y&NE
8 miles of the Montgomery Canal	2018	2019	W&SW (but WMS operationally)
All 9 ½ miles of the Pocklington Canal	2018	2019 (Jan 20 ready for re-submission)	Y&NE
All 2 ½ miles of the Ripon Canal	2018	2019 (Jan 20 ready for re-submission)	Y&NE
14 ½ miles of the Bridgwater & Taunton Canal	2018	2019 (Jan 20 ready for re-submission)	W&SW
0.9 miles of the Regents Canal (Mile End to Limehouse Basin) obtained by Lower Regents Coalition (adoption group)	2018	2019	L&SE
41 miles Leeds Liverpool Canal (urban waterway)	2019	2019 (Jan 20 ready for re-submission)	Y&NE
All 12 miles Erewash Canal	2019	2019	EMS
Swansea Community Award		Awarded (Jan 20 ready for re-submission)	W&SW
1-mile Hanwell Lock Flight – Grand Union Canal	2019	2019 (Jan 20 ready for re-submission)	L&SE
1.3 miles Stonebridge Lock – River Lee Navigation (Tottenham locks to Chalk Bridge, Haringey)	2019	2019 (Jan 20 ready for re-submission)	L&SE
Riverside Park. River Severn – Worcester-Birmingham Canal	2019	2019	WMS
Saul Junction (from Pegthorne Bridge in north, to 0.5km south of Sandfield Bridge) (Gloucester & Sharpness Canal)		New submission Jan 20	W&SW
All 35 miles of the Mon & Brec Canal		New submission Jan 20	W&SW
Tees Barrage		New submission Jan 20	Y&NE
Huddersfield Narrow & Broad/Rochdale Canal		New submission Jan 20	Y&NE
Harlow Mill Lock (River Stort)		New submission Jan 20	L&SE
Haggerston (Regents Canal)		New submission Jan 20	L&SE

APPENDIX B- Museums Report

Visitor numbers to the end of December for both sites are shown in the charts below. For both sites, numbers are an improvement on the same period in 2018/19 albeit, as previously noted, partly driven by some exceptional factors.



- Visitor numbers for the 9 months to end December 2019 were 18% higher than the same period in 2018 (explained in part by the Easter weekend in 2018/19 being split across March and April whilst in 2019/20 the Easter weekend was wholly in April).
- The visitor numbers are also 9% ahead of the B19 plan for the period



- Visitor numbers for 9 months to end December higher than same period in the previous year due to the biennial Tall Ships festival at Gloucester Docks in May where admission to the museum is free.
- Excluding Tall Ships, all other admissions up by 28% compared to 2018/19, but 14% behind B19 plan.
- A further 4,606 visitors went on boat trips only and did not visit the museum. These numbers are not included in the graph above.



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APPENDIX 3: ASSET IMPROVEMENT REPORT

Simon Bamford, Asset Improvement Director.

1. PURPOSE

2. Positives and Challenges

2.1 Positive progression

- 2.1.1 Safety Performance has been very positive so far, this year. There have been no major incidents in Direct Services since the spate in January 2019, meaning the team have gone ten months without a RIDDOR reportable injury. Furthermore, the team have been very positive in the roll out and management of LogIncident. The team are now raising over 100 records per month (60% positive intervention records) and are actioning and closing down the vast majority.
- 2.1.2 The Direct Services and Priority work programmes progressed well during the period leading up to the Christmas shut down, despite the challenging weather.
- 2.1.3 Despite ongoing resource challenges, the design and development team have progressed designs for both the priority works and priority projects programmes to the point where we will have designs for all their B20 programmes by March. This is the first time we have had designs available this early and will greatly assist with cost estimating and programme stability.
- 2.1.4 During November graduates from our apprentice programme were given their certificates at a ceremony at Carpenters Hall in London. Student awards were also presented at that event with three Trust apprentices receiving awards on the night: Paula Baron, Stacey Joule and Kate Longworth. Later in November Paula Baron also attended the National Apprenticeship Awards where she was nominated for Apprentice of the Year following her success in the North West Regional event. Unfortunately, Paula didn't win but, she can be incredibly proud of her achievements in both winning the regional event and getting to the final of the nationals.

2.2 Challenges

- 2.2.1 The extremely wet weather experienced in October continued through into November and December impacting on a number of river projects but particularly the River Severn where Holt Lock Repairs and Bevere and Digris Fish passes were impacted. Holt Lock has been deferred to February/March 2020 whilst the Bevere site was closed at the beginning of November and will resume on March 2020. Work could continue at Digris, albeit with interruptions and the piling was substantially completed by the Christmas shutdown.

2.2.2 Redacted

- 2.2.3 Engagement scores in Direct Services went down in line with the Trust score and this remains the team's biggest challenge. Action plans focussing on leadership and communication have been produced and will be regularly reviewed. Perhaps the biggest challenge around engagement is with the salary paid to some of our skilled craftspeople.
- 2.2.4 Input to the Trust and Government Toddbrook Reservoir reports through the provision of information, responding to queries and reviewing documents has been challenging for the Asset Management team but they have responded positively whilst progressing reservoir management initiatives and projects.

3. Asset Management

3.1 Asset Strategy

3.1.1 The latest Asset Health Index (AHI) is shown below:

	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019
All Assets	8,293	8,293	8,445	8,706	8,706	8,706	8,706	8,709	8,706
Number of Assets	8,293	8,293	8,445	8,706	8,706	8,706	8,706	8,709	8,706
Index at Assessment (Weighted)	37.06	36.26	36.65	36.65	36.52	36.76	36.78	36.77	36.67
Index at 2019 (weighted)	44.75	42.90	42.74	42.74	43.00	43.33	43.35	43.34	42.81

3.1.2 The combination of asset condition weighted by criticality provides the AHI. The AHI works on a scale of zero to 100; where zero is very good health and 100 is very poor health. So, the higher the number, the worse is the health of the assets.
(Detailed explanation notes can be found at the end of this report)

3.1.3 The AHI is shown as:

AHI at assessment – on the date when the asset was last inspected.

AHI at 2019 – a modelled assessment of what the asset would be if inspected today

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

Assets >75	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019
At Assessment No of Assets >75	245	216	249	249	253	260	261	261	266
At 2019 No of Assets >75	398	331	359	359	366	381	384	384	374
At Assessment % of Assets >75	2.81%	2.48%	2.86%	2.86%	2.91%	2.99%	3.00%	3.00%	3.06%
At 2019 % of Assets >75	4.57%	3.80%	4.12%	4.12%	4.20%	4.38%	4.41%	4.41%	4.30%

3.1.5 The AHI will be further developed as additional assets are added and as the new models are finished. The scores are likely to move during the rest of 2020 as additional assets are added, models continued to be calibrated and our understanding of the AHI grows.

3.2 Asset Management

3.2.1 Redacted

3.2.2 Redacted.

- 3.2.3 To support the Grant review, the Trust will work towards formal ISO Certification to ISO 55001 with improvements to our quality management systems in accordance with ISO 9001 (though we will not seek formal ISO 9001 Certification).
- 3.2.4 The installation of the alternative lock gate design was completed on the Kennet & Avon in December, working closely with the K&A Canal Trust. The second set of gates is being produced for installation on the River Lee in January.
- 3.2.5 Recruitment of engineers at a more junior level appears to be improving. However, at a Principal level for certain disciplines it remains a challenge to recruit. Market conditions remain very attractive to engineers, especially with projects like HS2.

4. Financial Position (£)

Year to Date		Contribution		Full Year		Variance		Commentary	
Actual	Original Plan			FY Forecast	Original Plan	November YTD	FY Forecast		
(16.9)	(16.3)	Project Delivery		(38.2)	(28.1)	(0.6)	(5.1)	B19 v FY Forecast	Toddbrook Reservoir emergency works £5.1m
(12.5)	(13.8)	Direct Services		(22.0)	(22.2)	1.3	0.2	Payroll savings YTD offset against vacancy assumption planned centrally within Asset Improvement	
(0.3)	(0.1)	Unlocking the River Severn		(0.1)	(0.1)	(0.2)	0.0	No change	
-	-	Contingency		-	-	-	-		
[29.7]	(30.2)	Total Contribution		[55.3]	(50.4)	0.4	(4.9)		

5. Priority Projects

- 5.1 The B19 business plan was for delivery of 53 priority projects; 14 projects in the lower priority category have been deferred in light of more urgent works, notably Toddbrook and other reservoirs. To date 47 projects have started on site and 26 projects have completed. We are currently forecasting 10 projects to carry over year end. Major works at Hurleston Lock 4, Palmerston Embankment and Lune Embankment, which all spanned Christmas, are currently on plan to complete on budget as planned, further details below.
- 5.2 Palmerston Street Embankment, Bollington - Clarence Mill
- 5.2.1 Works are progressing well on site and are on programme to complete in March within budget. Unfortunately, a section of the offside wash wall rotated during a flooding event before Christmas and will have to be removed and rebuilt.



5.3 Stainton Aqueduct, Lancaster Canal

- 5.3.1 Progress completing the remaining works to the wingwalls has been slow due to problems securing the necessary stone. Works have been suspended due to a combination of water levels and the presence of spawning fish and so we will return to site in February / March to complete the works. We are currently assessing the impact of the various delays on the budget, but we anticipate an increase above current agreed budget.



5.4 Titford Pools Dredging

- 5.4.1 The main dredging phase of this c£2.2m third party funded dredging of the heavily contaminated sediment in Titford Pools underneath the M5 Motorway in Oldbury, West Midlands was completed ahead of programme before Christmas. We have returned to site in the new year to complete bank protection works.



5.5 Hurleston Lock 4 Rebuild, Llangollen Canal

- 5.5.1 Works are progressing well on the £1.2m rebuild of the lock wall at Hurleston Lock 4, the gateway to the Llangollen Canal. Works are on programme to complete in March within budget.



5.6 London 'Quietways' Phase 3

- 5.6.1 Works to the £1.5m TfL-funded Quietways Phase 3 project were substantially completed within budget before Christmas. All that remains is some final surface dressing and minor snagging works. Funding for an additional c£600k has recently been agreed.



5.7 Oxford Towpath – Aristotle Lane

- 5.7.1 Works are progressing well with this £750k third party funded towpath scheme on the Oxford canal with works due to finish in budget in February 2020.



5.8 Dredging Overview

- 5.8.1 Up until December we have completed 6 mainline dredging projects with a combined dredged length of 37km. Additional to this are the spot dredging projects completed at Gloucester, Sharpness Dock & the River Severn, Calder & Hebble flood gates and the River Trent.
- 5.8.2 We have also dredged 4km of our network's feeders, including 1.5km of Combs Feeder (critical to maintaining navigable water levels on the Peak Forest Canal). We have also removed and disposed of 1,748 tonnes of hazardous material and 627 tonnes of non-hazardous material from Salter, Hebble and Thwaites Dredging tips.
- 5.8.3 Delivery of our £8m dredging programme is on plan. Works recently completed and currently on site include the Mon & Brec (as part of the 'Adventure Triangle' project), the Swansea Canal (linked to third-party funded improvements) and the Macclesfield Canal completed in December.

5.9 Design & Development

- 5.9.1 Priority Works designs for 20/21 are approx. 85% complete and will be 100% complete before the end of March. Progress on designs for the B20 Priority Projects programme is on target to ensure that as a minimum we will have issued outline designs for all projects by the end of February.

5.10 NECC Framework Extension & Retender

5.10.1 Redacted

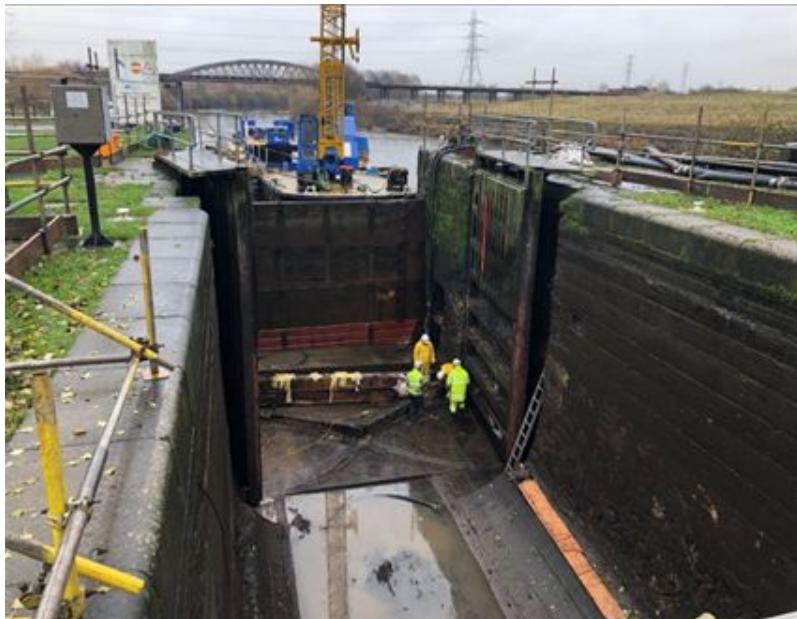
- 5.10.2 A full-time project manager has been appointed to lead the tender of our civil engineering frameworks beyond April 2022. We are currently reviewing potential models and undertaking market research with a view to identifying the most appropriate model to deliver our objectives.

6. Priority Works

6.1 Programme Progress

- 6.1.1 In the first eight months of the financial year the construction teams completed 443 packages of work including 78 arising/emergency packages (15% arising /emergency compared to plan, much reduced on previous years). Around 50 lower priority tasks have been deferred to next year to create capacity for the more urgent arising/emergency works. We expect to have completed between 650 and 680 packages of work by year end.
- 6.1.2 The winter stoppage season commenced in November and the vast majority of gate replacement/repair works have been completed in time. Holt Lock on the River Severn was severely affected by rain and flood levels meant the stoppage had to be deferred to January/February 2020.
- 6.1.3 This year's construction programme is seeking to make efficiency savings of over £1m and are on target with reduced contract expenditure in security, scaffolding and tool hire compared to previous contract rates.

6.2 Some examples of recent work are shown overleaf



Bulhome Lock Stoppage in Yorkshire & NE Region



Lock 88 stoppage Leeds & Liverpool Canal



New bank protection work on the Worcester & Birmingham Canal

6.3 Grantham HLF Restoration of Locks 14 & 15

- 6.3.1 Following the successful completion of the restoration of Lock 15 in 2019, works are progressing well with the restoration of lock 14 and are on plan to be complete by late Summer 2020.



- 6.3.2 Having gained valuable experience and knowledge in the work on Lock 15, the volunteer team have made significant progress in the past few months including:

- The scaffolding has now been removed from the chamber at Lock 14.
- Bottom end Quadrants are almost complete
- Bottom end steel stop plank grooves are now being cut and installed
- Dredging has now started between lock 14 and Stenwith Bridge

7. UNLOCKING THE SEVERN

7.1 Diglis

- 7.1.1 The piling works have been progressing well, despite a further flood event during November which caused the loss of 5 days of work. The river levels remained challengingly high during the month but a dry period in early December enabled all piles to be driven with final driving to level, fixings and copings to be completed in early January after which the site will be closed until March.

7.2 Bevere

7.2.1 Works are scheduled to recommence on 2nd March and be complete by July 2020.

7.3 Holt & Lincomb

7.3.1 The Construction Environment Management Plans have been compiled and submitted to the Local Authority to discharge planning conditions for both sites.

7.3.2 Both fish passes are currently being priced by Kier with the prices expected in early February for Lincomb and March for Holt.

7.4 Activity Plan / Interpretation / Communications

7.4.1 Education

7.4.1.1 Our Education officer visited the Heart of Worcestershire College to deliver a very positive interactive session for a group with special education needs.

7.4.1.2 The project attended the Shropshire Wildlife Trust's River Hub Conference in Shrewsbury, organised by and attended by people from a range of organisations.

7.4.1.3 A wildlife photography workshop was held at Ironbridge Gorge in November.

7.4.2 Volunteering

7.4.2.1 Three potential volunteers have responded to the green team recruitment campaign, and our new Volunteer Officer has started.

7.4.3 River Trainees apprenticeship programme.

7.4.3.1 In November both apprentices had their first meetings with their development coaches, are now fully registered for their assignments and have settled in well.



Appendix – Explanatory Notes for Asset Health Index

The 'Number of Assets' is the number of assets that can currently be measured (8,706). The index combines the asset condition score with the weighted consequence of failure.

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

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

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

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

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



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APPENDIX 5: STRATEGY, ENGAGEMENT & IMPACT REPORT

Heather Clarke, Strategy, Engagement & Impact Director

The purpose of this report is to provide the Board of Trustees with an update on the key activities of the Strategy, Engagement & Impact Directorate since November 2019.
Redacted.

1. Update on Key Developments & Challenges

1.1. Post-2019 General Election & Riparian MPs

Following the outcome of the 2019 General Election, the new riparian MPs have been mapped. Congratulatory letters to the new riparian MPs to introduce the Trust and to re-elected MPs to build stronger relationships have been issued. The maps below indicate the level and pattern of change in riparian MPs, with 33 riparian seats having changed political party (14%), and 65 riparian seats having changed MP (27%).

1.2. REDACTED & EU Funding Programmes

Redacted.

Our bid to EU Interreg North Sea Region 'From Isolation to Inclusion' was approved in December, with a grant award of c€140,000 to encourage youth groups in Sheffield to engage with their neighbourhoods and explore how they can facilitate social prescribing activities.

1.3. Individual Giving

Overall active Friends and other regular individual donors figure stands at 30,752 (as of the end of December) and we are now unlikely to reach our full year target of 35,000 with recent months showing little or no net growth. Greater explanation of the challenges and actions that have been undertaken are covered in the separate Board Report on Statutory & Voluntary Funding.

We ran our first "Giving Tuesday" campaign aimed at 'warm prospects' on 3rd December across our organic social media channels and to our newsletter subscribers. This activity generated 65 new Friends.

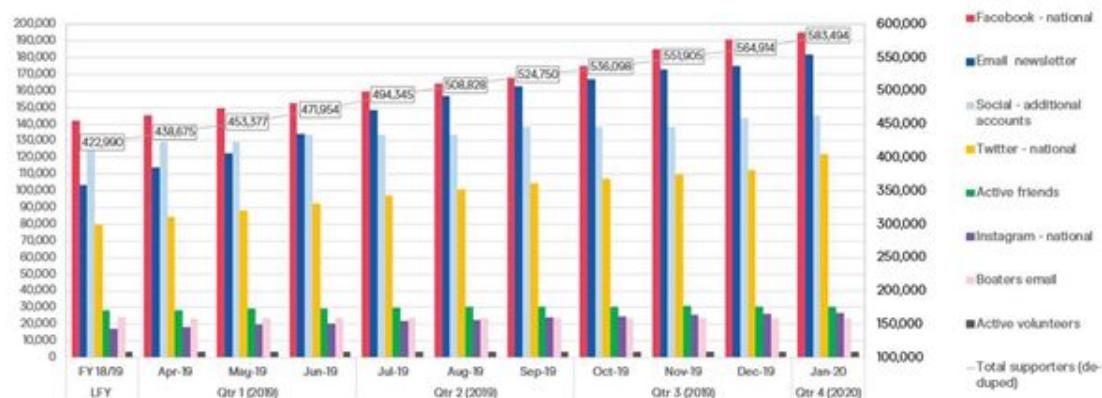
We have rolled out our pilot for contactless donations, with devices on the towpath and at museums and attractions with some take-up and positive feedback from many of our fundraisers. We intend to roll-out permanent outdoor freestanding devices in spring 2020 (including wearable contactless options). We have had our first local business support success, with a device installed and operational in Starbucks in their prominent café at Camden Locks.

2. Strategic Programmes Delivery – Brand & Support

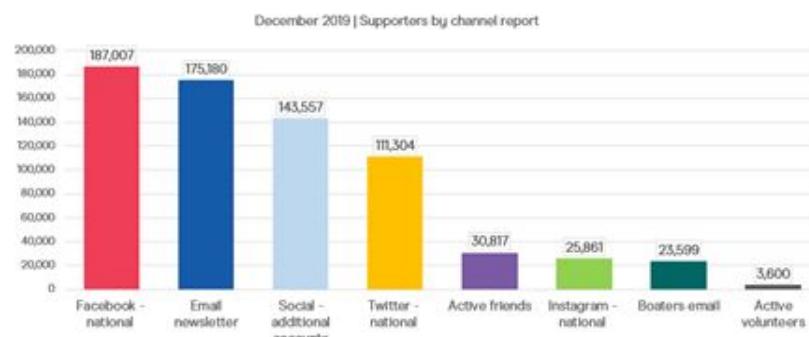
2.1. Supporter Growth to Date

Our current supporter numbers across all channels (as of 17 January 2020) is 583,494. This is a growth of over 47,000 unique new supporters since our last report.

Supporter acquisition report (FY 19/20)



We continue our programme of passive supporter acquisition. Our Facebook channel is seeing significant increases in the monthly average due to a very strong performance from tactical advertising working with our new agency TwentySix.



2.2. Redacted

2.3. Redacted

2.4. Brand Awareness

Well-B

We have been successful in registering the trademark for Well-B against all the applied classes. We are incorporating Well-B within our promotional merchandise and are exploring a Well-B toy (using recycled materials) with toy manufacturer Keel.

Our Well-B film has been shortlisted for the Charity Film Awards facing competition from over 400 films where over 65,000 members of the public voted. The date when winners will be announced is yet to be confirmed.

Brand Activation in Core Zones

We continue to focus our branding efforts around seven zones: Leeds; Liverpool; Sheffield; Birmingham, Coventry; Leicester; Central London. In February 2020 we will be promoting the Trust using posters in GP surgeries located 1km from the canal. In March we will complement this with leaflets in 120,000 locations such as libraries, supermarkets, hotels, large businesses and shopping centres.

Signage

To date this year, over 5,400 new signs have been ordered. Following a competitive process, we have awarded a new three-year contract to our existing supplier, Contract Signs. **Redacted**. Working with our estates colleagues, they have secured free advertising slots for the Trust on a new digital advertising board on Ealing Road, London and a set of digital boards in Lancaster Street Bridge in Birmingham with the Trust having 10 seconds every 10 minutes, 24/7 for 10 years.

2.5. People, Insight, Systems & Processes

Procurement of Website Support

We have concluded the competitive tender for our Search Engine Optimisation and Pay Per Click agency, awarding the contract to TwentySix, **redacted**.

Behavioural Campaigns

In December, as part of Don't Drink & Drown week, we launched a powerful emotional video aimed at students and young people which has had over 14,000 views and a reach of around 50,000 so far. Two videos have been created with the fire brigade in the West Midlands following several incidents involving people falling into the water and not knowing how to get out safely.

Marketing Automation Software (Marketo) tool

We have launched 'Marketo', initially using the platform to run our subscription newsletter programme, after porting over all 175,000 subscribers.

3. Intelligent (Insight Driven) & Customer Centric Organisation

3.1. **Redacted**

3.2. Integrated CRM System

The evaluation of the final two shortlisted suppliers is completed and presentations to the Executive to be held on 31st January, with a final decision on contract award to follow.

3.3. Customer Survey Terminals

We are engaging with regional teams to establish further locations for the terminals, with five more being rolled out this financial year. At Ellesmere Port, in December, 81% of visitors surveyed would “actively recommend the attraction to others” and 69% at Gloucester. We will use the insight gained to improve the service offered to visitors.

4. Policy & Public Affairs

4.1. Parliamentary Reception

The Trust will host a Parliamentary Reception on 12th May 2020 in the Thames Pavilion in the House of Commons.

4.2. Communication & Stakeholder Engagement with Welsh Decision Makers

A new quarterly newsletter on our activities has been published and sent to political decision-makers in Wales. A stakeholder engagement plan for decision-makers in Wales has been produced.

5. Heritage, Environment & Water – Policy & Legislation

5.1. National Listed Building Consent Order

Preparations are ongoing to ensure that the Trust is equipped and ready to implement the national listed building consent order (LBCO) once the legislation has passed through Parliament. **Redacted**.

5.2. Environment Bill

The Bill has been included in the Queen's Speech and appears to be unchanged from previous versions. Provisions include the Office of Environmental Protection having a remit that includes the Trust (as a Statutory Undertaker); and a wide range of positive measures on tackling plastic and packaging-based litter.

5.3. Redacted

5.4. Redacted

5.5. Redacted

5.6. Open & Closed National Consultations

Current open UK and Welsh Government consultations include:

- MHCLG consultation on The Future Homes Standard;
- Welsh Government consultations on the Clean Air Plan for Wales and changes to planning and related application fees.

A formal consultation response was submitted to Welsh Government on Increasing Business Recycling in Wales.

A submission was made to Department for Transport (DfT) on 11th January in response to their Call for Evidence (CfE) on emissions from domestic vessels. We worked closely with British Marine and Association of Inland Navigation Authority (AINA) on their submissions. DfT officials have indicated that is unlikely this CfE will lead to any legislative or regulatory proposals in the first instance, but DfT are likely to want to follow-up through bilateral engagement with various stakeholders.

6. Strategic Engagement & Partnership Opportunities

6.1. Community Rehabilitation

Our partners at the Ministry of Justices HMPPS Probation Reform System are currently progressing an MoU with their Legal team for discussion with the Trust shortly, to tie in with the new competition and contract award they are working on for 2021. Our partnership with HMP Leyhill in Gloucestershire is progressing well.

6.2. Strategic Partnerships - Memorandum of Understandings (MOUs)

Our formal MoU with Sustrans has been renewed, signed and launched.

We participated in the “Shaping our Future Strategy” webinar hosted by Sport England’s CEO, which gave insight on the development of their future plans to transform lives through sport and physical activity. Sport England have indicated a shift in focus towards making the nation more active. They are seeking to engage with local communities and invest in tackling those stubborn inequalities, with significant expenditure being directed to the areas that will make the greatest difference and deliver wider societal outcomes. We continue to work with Sport England in developing our MOU and action plan which will be aligned with their new draft Strategy (to be launched in September 2020).

Discussions continue with Arts Council England (ACE) on a renewed MOU with the Trust which reflects ACE’s new 10 Year Strategy ambitions and the Trust’s strategic priorities.

6.3. Pan-Regional Bodies - Northern Powerhouse & Midlands Engine

Informal discussions have been held with Lord Goddard of Stockport, Chair of the All Parliamentary Group on the Northern Powerhouse, and Anthony May, Chair of the Midlands Engine Operating Board.

7. Participation Development

7.1. Youth Social Action & Engagement

We have gained valuable insight from the commissioned online survey with two thousand 16-24 year olds across England and Wales that we commissioned, to understand the main concerns facing young people today, their attitudes towards social action / volunteering, and what types of opportunities they would be interested in at the Trust specifically.

We supported #iwill week 2019 (18th - 22nd November) promoting youth social action, sharing stories of activities each day via social media and on our website.

Youth Engagement Advisory Group

The refreshed group met in London in November. Key discussion topics included: representation and youth voice, creating a comprehensive youth offer and developing opportunities under our youth engagement framework. The new members brought a range of fresh perspectives and ideas.

7.2. Learning & Skills

Our learning & skills coordinators promoted a free water safety assembly to all schools within 1km of a canal and river.

As part of our work to increase volunteering opportunities for children and young people we have developed a 'young ranger' offer which we are trialling in the East Midlands, launching in April; this opportunity will encourage participants to get closer to nature and carry out practical conservation tasks.

7.3. Health & Wellbeing

Our new strategic lead for Health has now joined the team. Immediate priorities are to develop: the strategic relationship with the Ramblers; 'Beat the Street' initiative with East Midlands Region for the Leicester area, which will include a funding bid to Sport England in early 2020; and our social prescribing offer, building upon the innovative work underway in the NW region.

7.4. Arts & Culture

In December we submitted a £500k bid to Arts Council England (ACE) for the three-year continuation of the Super Slow Way bid in Pennine Lancashire, for 2021-24.

8. Planning & Design Matters

8.1. Statutory Consultee Performance & Effectiveness

We responded to 1,932 planning application consultations in England & Wales in the period 1st April to 31st December 2019, which equated to 96% Compliance (response within 21 days or agreed extension) in England, and 100% in Wales.

8.2. High Speed Two & Other National Third-Party Projects

We are continuing to promote the potential of the canal within the wider regeneration vision of HS2 Curzon Station in Birmingham. Digbeth Branch Canal is now accepted as a key element of the vision for Eastside. We have been invited to present at the January HS2 Commercialisation meeting to develop more detailed ideas around the proposed Birmingham HS2 station and canal corridor.

January 2020