



## 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 21 May 2020 via Zoom.

### Present:

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

### 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  
Mike Gooddie, People Director  
Tom Deards, Head of Legal & Governance Services and Company Secretary  
Gemma Towns, Corporate Governance Manager (minute-taker)

### 20/031 WELCOME & APOLOGIES

The Chair welcomed all attendees to the meeting.

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

### 20/032 DECLARATION OF INTERESTS

The Board noted the register of interests set out in the report (**Trust 475**).

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

### 20/033 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the Board of Trustees meeting held on 27 March 2020 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.

#### **20/034 HEALTH & SAFETY REPORT (TRUST 476)**

JS presented her report (**Trust 476**) which provided the Board with a review of Health and Safety for the period March to April 2020.

JS drew the Board's attention to the following matters from her report:

- **Fatalities:** there had been a decrease in the number of fatalities during April 2020 due to Covid-19 lockdown restrictions;
- **RIDDORs:** Two RIDDORs had been reported in March. JS provided an overview of these incidents;
- **Log-Incidents:** There had been a decrease in the number of log incident reports but the Trust had seen an increase in the number of near misses and intervention reports which related to Covid-19 concerns;

The Annual Health & Safety Report was taken as read and the contents duly noted. The Chair requested that any questions on the Annual Health & Safety Report were sent directly to JS.

The Board received the Health and Safety Report.

#### **20/035 COVID-19 RECOVERY PLAN (TRUST 477)**

RP presented his report (Trust 477) and outlined the Trust's recovery plans.

RP confirmed the Trust was adhering to the government's advice regarding the easing of lockdown restrictions. He provided a brief overview of the Trust's plans:

- Manned/staff structures to open by 01 June 2020;
- The opening of some areas on the Leeds and Liverpool Canal would be delayed;
- Anderton and Standedge visitor centre re-opening would be delayed so resources could be focused elsewhere;
- For works, following government advice and the Trust's risk assessment, it was possible for smaller works to restart earlier than 1 July 2020 where social distancing guidelines could be met;
- Plans were underway for returning many furloughed colleagues to work over a period of several weeks; and,
- Offices remained closed with a plan to re-open only a handful of main sites on a very limited basis. RP stressed the focus of efforts were upon the canal network and ensuring it operates safely.

The Board asked how staff felt about returning to work and referred to the number of Covid-19 near-misses referenced in JS's health and safety report.

RP stated there was undoubtedly an anxiety from some staff members about returning to work but that others were eager to resume. He advised that the Trust had a constructive dialogue with the Trade Unions and was undertaking a weekly wellbeing survey. Regular staff communications were being continued. The Trust would support those staff members with health issues or other concerns.

The Board received the report.

**20/036 GOVERNANCE MATTERS FOR APPROVAL (TRUST 479)**

The report was taken as read and the contents duly noted.

The Board:

- Noted the update on the Annual Board Review;
- Noted the Council Induction Plans;
- Noted the National Advisory Groups' annual reports;
- Approved the re-appointment of Matthew Hunt to the London & South East Regional Advisory Board for one year to June 2021; and,
- Approved the Investment Committee Terms of Reference.

**20/037 FORWARD PLAN (TRUST 480)**

The Board received the Forward Plan (**Trust 480**).

**20/038 TODDBROOK & RESERVOIR UPDATE (TRUST 481)**

SB presented a Toddbrook & Reservoir Update (**Trust 481**).

The Board received the report.

**20/039 DREDGING REPORT (TRUST 482)**

SB presented a Dredging Report (Trust 482).

The report was taken as read and the contents noted.

**20/040 LOCKDOWN EFFECT ON TOWPATH USE AND BRAND AWARENESS (TRUST 483)**

HC presented a report on Lockdown Effect on Towpath Usage and Brand Awareness (**Trust 483**).

HC introduced her paper and explained there had been a significant increase in towpath usage in core urban areas. The areas the Trust had targeted with community engagement had seen increased engagement. Towpath usage had decreased however, in city centre locations most likely due to the decrease in

functional commuting trips. Usage at destination sites had also decreased, likely due to the government's "stay local" campaign.

HC outlined the role the Trust could play in the expected health crisis with the Trust's wellbeing strategy well placed to support government plans.

The Board received the report.

#### **20/041 CHIEF EXECUTIVE'S REPORT (TRUST 484)**

The Chief Executive's report (Trust 484) and the appendices prepared by the Executive Team were taken as read and the contents duly noted.

The following appendices were discussed:

- **Appendix 1: KPIs:** The Board approved the draft Key Performance Indicators.
- **Appendix 2: Operations:** JS highlighted the seriousness of the water shortage affecting the Leeds & Liverpool Canal, the Peak Forest & Macclesfield Canal, and the ongoing issues with assets on the Sheffield & Tinsley Canal.

The Board asked how the Trust planned to manage volunteers, in line with social distancing guidelines. JS confirmed the plans for volunteer lock keepers were being developed as it was believed they could be returned to operations in a safe manner initially. It was recognised other types of volunteering activities may be challenging and these were being addressed through risk assessments.

The report and appendices 1, 2, 3, 4, 5 and 6 were received by the Board.

#### **20/042 2020/21 BUSINESS PLAN UPDATE ("B20") & LONG-TERM FINANCIAL MODEL (TRUST 478)**

SD and HC presented their report (Trust 478).

The Board received the paper.

#### **20/043 FINANCE DIRECTOR'S REPORT (TRUST 485)**

The Finance Director's report (Trust 485) was taken as read and the contents duly noted.

The Board received the Finance Director's report.

#### **20/044 MINUTES FROM COMMITTEES**

The Board noted the **minutes** of Investment Committee meeting held on 13 May 2020.

**20/045 ANY OTHER BUSINESS**

(a) **Terms of Reference for the Covid-19 Waterways Charity Appeal Fund Allocation Panel:** The Board approved the Terms of Reference.

(b) **Trust Board meeting schedule:** The Chair suggested a shorter meeting, every other month, may be of benefit during Covid-19. The Chair asked TD to arrange a meeting for the third week of June.

TD

There being no matters of further business, the Chair closed the meeting at 10:35am.

The Trustees held a private meeting with RP and then a Trustee-only private meeting.

**Next meeting: 16 July 2020**



## 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 March and April 2020 unless stated otherwise. The report covers Visitors, Colleagues, Volunteers and Contractors.

### 2 SAFETY STATISTICS – MARCH AND APRIL 2020

- 2.1 The Trust's overall rolling 12-month RIDDOR accident frequency rate (AFR) at the end of April 2020 is 0.18, compared to 0.24 at the end of February. We had 2 RIDDORs in the period, see section 4.1 for details.
- 2.2 The proposed AFR for B20 is 0.15. the B19 out turn AFR was 0.22.
- 2.3 An Annual Health Safety and Wellbeing report has been produced which includes our annual review of safeguarding. See Appendix D.

TRUST People*	AFR	Target B20	
Colleagues	0.17		
Volunteers	0.29		
Contractors	0.16		
Trust Overall	0.18	0.15	

RIDDOR INCIDENTS (YTD)	March 2020	April 2020	Current B20 YTD	Prior year B19 YTD
Colleagues	2	0	0	1
Volunteers	0	0	0	1
Contractors	0	0	0	0
Totals	2	0	0	2

Fatalities	March 2020	April 2020	Current B20 YTD	Prior year B19 YTD
Canal	5	1	1	
River	0	0	0	
Dock Marina or Towpath	1	1	1	
Totals	6	2	2	5

### 3 COVID-19 RESPONSE

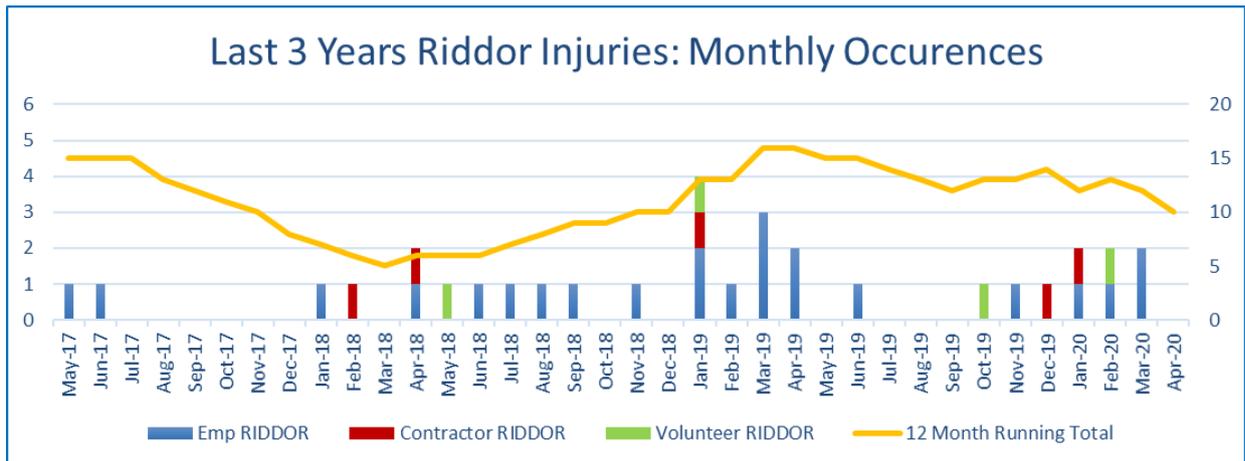
- 3.1 In the light of the revised government advice for England from 10<sup>th</sup> May we are in the process of reviewing our Covid 19 risk assessments for all work relating to resuming activities which are considered as essential works. This includes the resumption of boating activities.
- 3.2 For the previous 8 weeks of lockdown in response to the pandemic the Trust has reduced its operational activities as far as possible to only undertake essential operations required to ensure ongoing safe navigation, towpath use and emergency on call cover. These include activities such as water control, planned preventative maintenance to critical structures, asset inspections, and vegetation management required for safe use.
- 3.3 Our Everyday Risk Assessment was updated to reflect the government guidance for social distancing and was distributed to colleagues accordingly and communicated through colleague channels and with trades unions. This includes advice on the sharing of vehicles, working close the public and other associated issues. A key message to colleagues has been that if they cannot work within social distancing guidance they should stop and the seek an alternative method. We have secured a limited amount of appropriate PPE for emergency response activities which may be required where we are unable to socially distance.
- 3.4 Advice for line managers relating to colleague wellbeing has been communicated, colleague sentiment has been favourable towards the communications effort to date.
- 3.5 Exceptionally good weather in April has significantly increased towpath use and temporary signs have been introduced to encourage sensible behaviour and encouraging the public to limit their use to their local canal.



- 3.6 Work is ongoing on the network recovery plan.

### 4 REDACTED

## 5 DETAILED REPORTING STATISTICS



### 5.1 COLLEAGUES, VOLUNTEERS and CONTRACTORS

5.1.1 There have been **2** RIDDORs (**12** B19 full year) during March, none in April.

5.1.2 **Redacted.**

5.1.3 **Redacted.**

### 5.2 INFRASTRUCTURE RELATED INJURIES

Infrastructure Related Injuries to the Public	Mar 2020	2019/20	2018/19	Apr 2020	2020/21 YTD	2019/20
Numbers of Reported	0	17	31	1	1	17

5.2.1 There was 1 Member of Public infrastructure related Injury in the two-month period. We have recorded 17 in the year 2019/20.

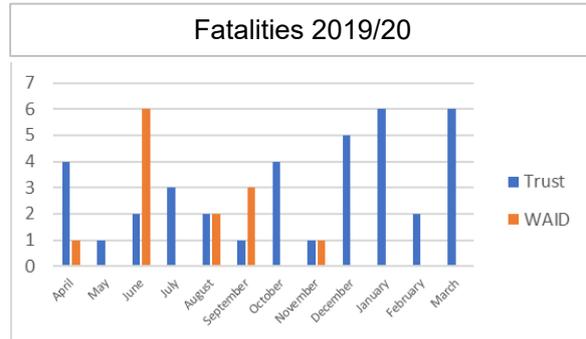
5.2.2 **Redacted.**

## 6 SAFETY REPORTS

### 6.1 FATALITIES

#### 6.1.1 Additional Records secured through RoSPA 2019/20

6.1.1.1 Following a detailed review of fatality records within the UK Water Incident and Accident Database (WAID) held by RoSPA, we have been able to identify 13 additional fatalities which relate to our network. These have been added to our 2019 / 20 records. We have agreed with RoSPA to compare our data sets monthly to minimise future delay.



6.1.2 During March and April there have been a total of 8 fatalities to members of the public reported through LogIncident. In all cases we have registered interest with the relevant coroner.

Safety Report	March 2020	April 2020	2019/20 YTD	2018/2019 YTD
Fatalities	6	2	37	39
Fatalities with RoSPA data added	19	-	50	39

6.1.3 Redacted.

6.1.4 Redacted.

6.1.5 Redacted.

6.1.6 Redacted.

6.1.7 Redacted.

6.1.8 Redacted.

6.1.9 Redacted.

6.1.10 Redacted.

6.2 REDACTED

6.3 REDACTED

## 7 SAFETY IMPROVEMENT ACTION PROGRESS

- 7.1 Following the 6 reportable injuries after the Christmas break a stand down was called to 'Take a Safety Moment' in all operational, M&E and Direct Services' teams.. This included a resource for managers to engage in a conversation about the recent incidents; how colleagues view these and discuss if there was anything locally that needed improvement.
- 7.2 Our new Safety Induction video, where we set the scene of 'how we do safety around here', has been completed and can be viewed [here](#). This video will become part of the corporate induction / on boarding process and will be available via the safety new starter pages also.
- 7.3 Tribe Culture work:
- 7.3.1 The next phase of work included an interactive leadership workshop, aimed at all people who either directly or indirectly manage people. The programme was to be rolled out from June onwards but this has now been delayed due to the COVID 19 pandemic.
- 7.3.2 A video is being finalised to share the behaviour code around three statements – Speak Out, Step Up, Share Ideas - which helps to reinforce our Work Together, Work Safely approach. This was originally to be shared during the Trailer on Tour which has been put on hold due to the COVID19 pandemic. Alternative ways to share this message are being sought. The phrase has been used standing alone in the recent induction video.
- 7.4 The new Standards Pages and Safety Training A – Z Page have been launched and the Training Needs Analysis tool is now available within TrustEd. WaterWise training has been rebranded and is awaiting final sign-off before it is added to TrustEd.
- 7.5 March's Health & Safety Update and Toolbox Talk contained a QR code which enables managers to record that they have taken place.
- 7.6 Of the external safety audits all 5 museums & attractions' site visits have been completed and the reports starting to be shared with the relevant line managers. 3 of the 4 docks' site visits has been completed but the 1 scheduled for London has been delayed due to the lockdown.
- 7.7 HAVs Audit: As per the lockdown, these site audits have been postponed. We will look to complete the audit later this year.

## 8 REPORTING STATISTICS

- 8.1 Overview of reporting statistics

Safety Report	March/ April 2020	2019/20 YTD	2018/19 YTD
Positive Intervention Reports	62	720	152
Near Miss Reports	170	1,064	582
Loss, Injury or Death Reports	95	1,077	413
Anti-Social Behaviour Reports	0	31	587
<b>TOTALS</b>	<b>327</b>	<b>2,861</b>	<b>1,734</b>

More details can be found in Appendix A

- 8.2 During March and April, we recorded 327 Safety Reports, 170 (52%) were Near Miss Reports.
- 8.3 An analysis of data relating to COVID-19 is given in Appendix B. We have reviewed 114 COVID-19 related safety reports on LogIncident during March and April mainly due to Colleagues unable to keep the required distance from Members of the Public on the towpath.
- 8.4 We have been seen a significant decrease in the numbers of Safety Reports in LogIncident as a result of reduced activity from visitors and colleagues in the last two months.
- 8.5 Detailed breakdown of incident types contained in the appendices. Overall rates of review and closure of incident reports has improved again. We will continue this focus with all managers.

## Appendix A - H&S Report

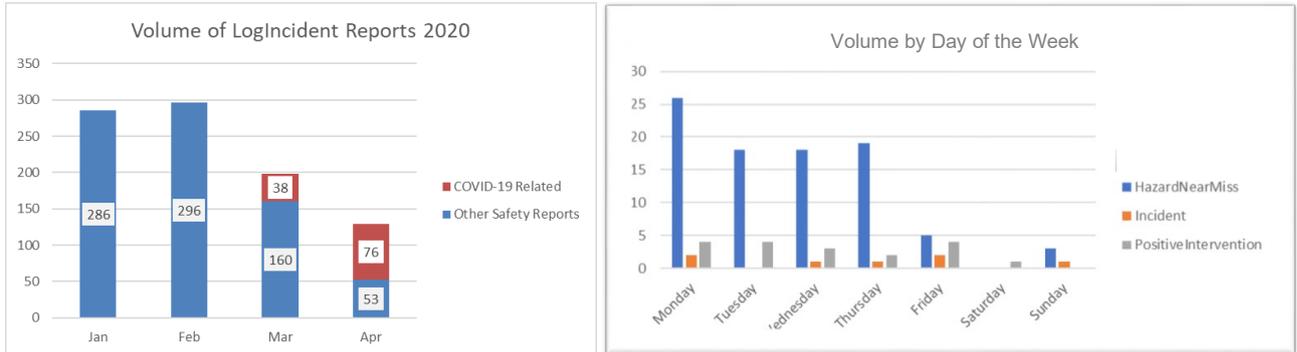
### SAFETY REPORTS SUMMARY FOR March – April 2020

What Happened	HazardNearMiss	Incident	Grand Total
Exposure to harmful substance	72 (42.4%)	3 (3.2%)	75 (28.3%)
Slipped, tripped or fell on same level	13 (7.6%)	17 (17.9%)	30 (11.3%)
Accidental damage property/asset/equipment	10 (5.9%)	12 (12.6%)	22 (8.3%)
SSoW (safe systems of work)	16 (9.4%)	5 (5.3%)	21 (7.9%)
Threatening/aggressive behavior towards Colleague(s)	5 (2.9%)	9 (9.5%)	14 (5.3%)
Structural or equipment failure	11 (6.5%)	1 (1.1%)	12 (4.5%)
Boat sink/capsize/hangup	6 (3.5%)	5 (5.3%)	11 (4.2%)
Hit by moving, falling object or vehicle	8 (4.7%)	2 (2.1%)	10 (3.8%)
Hit something fixed or stationary	1 (0.6%)	8 (8.4%)	9 (3.4%)
Body Found	0 (0.0%)	8 (8.4%)	8 (3.0%)
Road traffic incident	4 (2.4%)	4 (4.2%)	8 (3.0%)
Injury from machinery / equipment	4 (2.4%)	2 (2.1%)	6 (2.3%)
Person recovered from water	0 (0.0%)	6 (6.3%)	6 (2.3%)
Injured by vegetation / plants	3 (1.8%)	2 (2.1%)	5 (1.9%)
Fire/explosion incident	1 (0.6%)	3 (3.2%)	4 (1.5%)
Handling, lifting or carrying	2 (1.2%)	2 (2.1%)	4 (1.5%)
Unsafe Act	4 (2.4%)	0 (0.0%)	4 (1.5%)
Personal Protective Equipment	3 (1.8%)	1 (1.1%)	4 (1.5%)
Animal/insect incident	0 (0.0%)	4 (4.2%)	4 (1.5%)
Fall from height	3 (1.8%)	0 (0.0%)	3 (1.1%)
Electrical contact/discharge	2 (1.2%)	1 (1.1%)	3 (1.1%)
Training/Competence	2 (1.2%)	0 (0.0%)	2 (0.8%)
<b>Grand Total</b>	<b>170 (100.0%)</b>	<b>95 (100.0%)</b>	<b>265 (100.0%)</b>

Note the increase in incidents relating to exposure reflects the current COVID 19 concerns. This list excludes antisocial behaviour reports and positive interventions.

# Appendix B – COVID-19 Related Reports

## SAFETY REPORTS COVID-19 RELATED: March and April

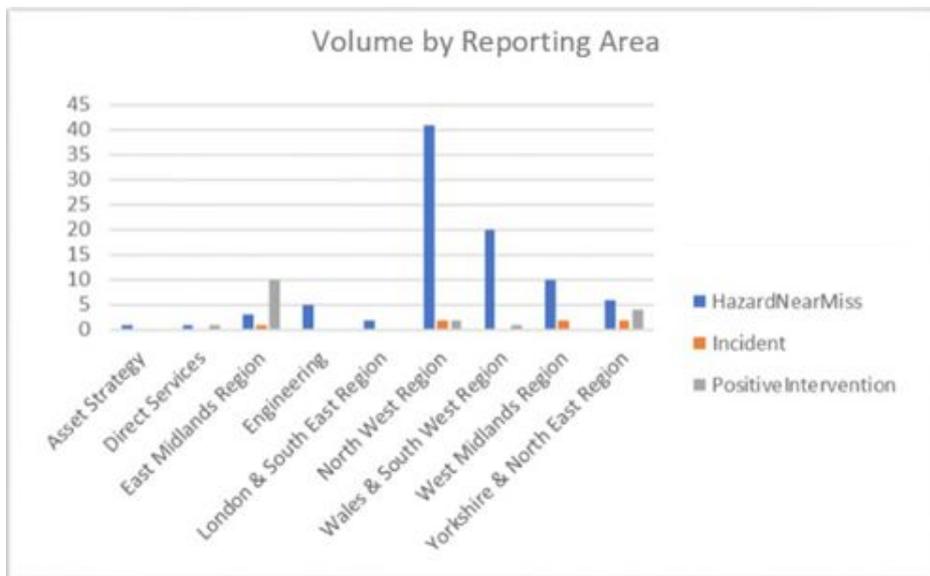


We actively encouraged our colleagues to report any concerns they had with regards to working and COVID19. There were 89 near misses, 18 positive interventions and 7 reported as incidents.

The 7 incidents included 5 reports where employees could not maintain a 2m distance from the public, 1 was where medical attention for a sprained finger wasn't sought as the colleague didn't want to access NHS help due to the virus and 1 where an MoP walking along the towpath was verbally abused by a boater as social distancing was not met.

These themes are reflected in the other reporting categories with the main concern being too many public on the towpaths & employees being unable to maintain a 2m distance from the public.

Actions taken to address these reports are detailed within section 3. Additionally, as part of our assessment of risks to our people we advised all colleagues not to complete their work if they felt it was unsafe to do, work with their line managers to utilise flexible working hours to access the network at quieter times where possible as well as purchasing additional face masks and PPE for use in emergencies.



## Appendix C - Redacted

## Appendix D – Annual Safety, Health & Wellbeing Report 2019/20

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**Canal &  
River Trust**

Making life better by water

**Our  
Responsibility**

**Your  
Responsibility**

**My  
Responsibility**

# DRIVING CHANGE

**Safety, Health & Wellbeing Annual Report 2019 /20**



# Vital Statistics

Accident Frequency Rate (AFR)

0.22 ↓

2018/19:  
0.29

Public Fatalities

50\* ↑

2018/19:  
40

Health & Safety Representatives

95 ↑

2018/19:  
Approx. 40

Hits on Employee Assistance Programme Portal

298

Number of RIDDORS

12 ↓

2018/19:  
16

No of positive interventions reported

720 ↑

2018/19:  
187

Employee Results Survey – Safety is taken seriously

83% ↓

2018/19:  
88%

Calls to Employee Assistance Programme re counselling  
(427 calls received in total)

352

\* Includes 13 additional notifications from UK WAID not available in previous reports



# SPEAK OUT, STEP UP, SHARE IDEAS



In April 2019, to combat the increase of incidents in the previous year, the Trust launched a ‘Back to Basics’ campaign for colleagues and volunteers. Its main focus was on communication and promoting personal responsibility. This was complimented by a review of our current safety culture, understanding current expectations, attitudes, issues and ‘the way we do things around here’.

For our safety culture survey we took comments from 1,304 people and met 176 people in focus groups workshops. This fantastic response gave us a valuable insight into what we are doing well, where our challenges lie and where we need to make improvements.

Our current culture was described as “Process Driven”. This means that the dominant focus is on meeting health and safety process standards, individuals will do things with regards to Health and Safety because they are told to, rather than having a belief it’s the right thing to do. Despite a strong aspiration of the Trust’s Leadership to drive the right health and safety culture, and a willingness to provide investment and resources, this has not yet translated into practical commitment and ownership at all levels of the organisation. Critical barriers included an inconsistency when it comes to safety leadership, a lack of engagement around the improvement processes and a perception that unfair blame still exists within the organisation

Working with a Steering Group, we have developed a road map that will guide the Trust towards greater maturity over the next 3 years. This includes:



Training leaders to understand their role in safety



Reviewing systems and their application



Get *everyone* involved in making things safer



## BACK TO BASICS CAMPAIGN:

- \*Safety Starts with You mirror stickers
- \*H&S Rep recruitment and training
- \*Safety messages in every weekly To Do list
- \*6 new Regional H&S Committees
- \*Safety message on workwear / badges
- \*Simpler safety pages on Gateway
- \*New Training for Directors and Managers
- \*Managing Health & Safety Guide
- \*New Health & Safety Award
- \*Introduced huddle cards
- \*New winter safety poster campaign
- \*Standards review

# Areas of Focus

In April 2019 the Trust redefined the role of the national safety team: to make colleagues self-sufficient in compliance and competence; be the technical experts and; be a driver of change. To achieve this the Trust focused the Team on 4 pillars of work:



## Competency

- \*Provide access to safety training using a variety of learning methods
- \*Guide people to self-sufficiency in safety management, so they become effective leaders
- \*Help people to understand their roles and responsibilities



## Policies

- \*Fulfil the role of technical expert
- \*Make standards and guidance easy to follow
- \*Ensure the Trust understand its legal requirements
- \*Support others to deliver our statutory obligations



## Compliance

- \*Give others the tools to self-audit to actively manage their accountability
- \*Investigation and cause analysis
- \*Verification & management information reporting



## Communication

- \*Use simple and clear language delivering targeted messages
- \*Provide access to information when its needed
- \*Share lessons

# Communication & the Human Connection – the key to our Safety

Communication is telling the right people in the right way what they need to know. Our communication strategy focused on clear messages that kept people informed, promoted co-operation & consultation, encouraged discussion and facilitated self-education by signposting to where more information could be found. Communication also allows us to achieve the 3 other pillars of work.

## New Weekly Articles

A Health & Safety message included in every Trust wide weekly To Do list

### Rationale

Keep a focus on safety, encourage leadership, signposting to further information

### In 2020

Include a weekly wellbeing as well as safety message

## Health & Safety Conferences

Attended by 200+ people: new H&S Employee Rep Day with over 60 people attending

### Rationale

Sharing ideas, learning from outside the Trust, demonstrating commitment by our Leaders

### In 2020

Increase access to the event through streaming services

## New Local H&S Committees

Established new constitutions and guide for these 6 Regional consultation forums

### Rationale

Promote co-operation, sharing of ideas, promote consultation

### In 2020

Utilise the local knowledge and experience to stake next steps in culture

## Revamped Safety Web Pages

The look and functionality of the safety home

### Rationale

Easier to access the information needed

### In 2020

Use analytics to improve the most accessed sites

## The Source – April 2019

Launch of the Back to Basics campaign with additional safety-led special features and articles

### Rationale

Signal a need for change

### In 2020

Repeat in January 2021 to combat the trend of increased incidents in winter

## Safety Standards Review

Simplified to make them simpler to understand and comply with

### Rationale

Help understanding of accountability and responsibilities to themselves and their colleagues

### In 2020

Simplify processes and guidance to reflect what actually happens

## New Mirror Decals

1000 'Safety starts with You' stickers placed around the business

### Rationale

Remind people of their responsibilities to themselves and their colleagues

### In 2020

Evaluate effectiveness of message and communication approach

## New Statistics Poster

Using simple infographics, shared with the business key indicators of safety performance

### Rationale

Communicating our performance, focus link between wellbeing and safety

### In 2020

Repeat with 2019 / 20 Statistics

## Infographics, Videos, Huddle Cards

Expanded how we share information in different formats

### Rationale

Increase accessibility to and understanding of key messages by everyone

### In 2020

Turn toolbox talks into huddle cards & video packages.

# SAFETY RISKS AND MANAGING COMPLIANCE



In 2018 the Trust identified the top risks to the Health & Safety of our Colleagues, forming the 2019/20 safety programme to proactively eliminate, reduce or mitigate these risks. These top risks will be reviewed in 2020/21, in partnership with our Safety Reps

## Non-Compliance with Trust Standards

\*Pro-Evaluate: online self-audit tool for all senior managers \*External audits: HAVS Management, 3 Museums, 2 Attractions & 4 Ports / Docks. \*5 new standard web-pages to replace document standards

## Non-Compliance With H&S Training Standards

\*Training Needs Analysis updated: within TrustEd \*Safety training A-Z web pages: includes course info sheets \*Safety Induction video \*WaterWise training package bought, rebranded into TrustEd as 'Working on or Near Water'

## New Senior & Line Management - Competence & Knowledge

\*New courses: 4-day IOSH Line Management training and 1-day Managing Safely awareness. \*'Managing Safely within the Trust: A Guide' updated



## Safety Pages On Gateway Ineffective

\*Safety home page redesigned: easier to use \*Analytics track which pages are popular \*A new 'safety site' specific search box \*Quick links on the homepage \*Updated A-Z list



## Ineffective Internal Communication

\*H&S section as standard in To-Do lists \*H&S Reps network \*6 Regional H&S committees \*2 safety conferences - leaders and H&S Reps \*Targeted winter poster campaign \*Introduced Huddle / Infographic Cards for team updates \*Updated 'Safety Is..' video \*Safety behaviour code: Speak Out, Step Up and Share Ideas



## Water Safety Incidents Rise

\*Integration with UK Water Accident & Incident Database (WAID) \*Regions attend water safety partnerships & co-ordinate campaigns including #Don'tDrinkandDrown \* 2 new social media safety videos \*84,330 children at face to face activities with education volunteers: part of the wider water safety learning for children programme



## Ineffective H&S Leadership

\*Safety Culture Audit: led to road map to improvement \*Safety within Trailer on Tours delivered by local leaders \*H&S Committees led by Senior Managers



## Unsafe / Illegal Driving

\*Safety team now manage licence checks, linking in with the Drive & Survive process to make a smoother process

## Lessons Not Learned from Incidents

\*All RIDDORS and significant incidents are communicated throughout the Trust \*Quarterly Forum with 8 contractors share incident lessons learnt

## Inadequate Management Information & KPIs

\*LogIncident improved \*Incident dashboard created \*KPIs, including safety, are now a standard reporting statistic for each Region.

## Lack of Volunteer H&S Management

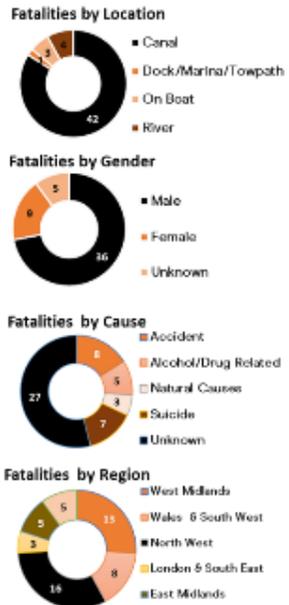
\*With colleagues developed new safety management process for partner groups \*Training available and recorded in MyVolunteering

## Visitor Safety Incidents Rising

\*26 new visitor risk assessment site visits completed: delivery plan for 2020 in place \*Audit of ZX notifications within asset VRAs



# PUBLIC SAFETY



**Fatalities:** 50 fatalities, including 13 additional reports from the UK Water Accident & Incident Database, increase on 40 in 2018/19 \*Males (72%) continue to be dominant and are generally linked to the 8% drink / drug related fatalities

**Notable Incidents:** \*2 x young children recovered from canal after falling in \*pedestrian slipped on floating towpath whilst in operation \*offside 3<sup>rd</sup> party owned tree fell onto hire craft injuring passengers (MIAB reported) \*road traffic incident involving car striking open swing bridge barriers

**Learning from Tragedies:** \*Charlie Pope father Nick worked with us and Manchester Water Safety Partnership to produce the video Staying Safe on a Night Out highlighting the dangers of going near water after a night out \* With West Midlands Fire Service and National Fire Chiefs Council (NFCC) we created 2 new videos which explain what to do if you fall into the water and what to do if you see someone else in the water.

**Visitor Safety:** \*26 waterside destinations visitor risk assessments \*3 museums, Anderton Boat Lift and Standedge Tunnel Visitor Centre audited by RoSPA

**Education:** \*84,330 children took part in face to face activities with our education volunteers, including 17,765 children taking part in the Explorers Winter Water Safety campaign. This compliments the events and work in partnership with several organisations to deliver water safety learning for children

Potential Infrastructure Related Injuries	
Total Number Reported	17
34 in 2018/19	
Caused by slips, trips and falls	71%
12 reports	
Caused by fall from height	17.5%
3 reports	
Went Straight to Hospital (Reported as a RIDDOR)	2
By User	
10 Boaters 6 Pedestrians and 1 Cyclist	

**Focus on Root Cause:**

\*In the last 18 months 4 adults, 4 young children and 1 dog stepped onto an area they believe is grass but was floating duckweed. Luckily the 4 adults and 4 children were rescued but the dog unfortunately drowned: new toolbox talk how to combat this in 2020 issued

\*Number of reports which include cycling (66: 6.6% of all public reports received) increased along with claims relating to towpaths / cycling. Working with Sustrans, review of 'Share the Space' campaign to take place in 2020

\* Of the 1,004 Members of Public reports slips trips and falls continue to be the leading cause (197 : 19.6%). Other areas of note \*95 reports of boat sinking / hang ups: \*87 hit by falling / moving object or vehicle \*78 fall from height.



# SAFEGUARDING



The Trust has recently appointed a Safeguarding Trustee to our Safeguarding Steering Group for increased oversight as well as providing additional input into strategic safeguarding decisions. We are in the process of including additional points of contact in the regions, training to take place during early 2020.

**Safeguarding Reports:** \*Reports average around 2 - 3 per week \*Vast majority relating to safeguarding issues in boaters' personal lives (i.e. not involving risks of harm or abuse from Trust staff).



**Safeguarding Training:** \*updated safeguarding e-learning training module: roll out 2020 and will be available to new starters \*Additional training needs across the workforce assessed and delivery of bespoke training to teams whose activities may bring them into regular contact with children and/or vulnerable adults commenced



**Safeguarding Regime:** \*safeguarding responsibilities are incorporated into all new role descriptions \*safeguarding questions are asked at interviews to ensure we engage individuals who share our values \*policies and procedures reviewed and enhanced with additional guidance \*training to assist all colleagues to recognise and report any safeguarding concerns in 2020 \*Disclosure and Barring Checks being reviewed with updated guidance in 2020



**Partner Groups:** \*new mandatory minimum safeguarding standards for organisations and groups who work, or closely associate, with the Trust, together with a template policy

**Gateway Page:** \*new page to host all policy and guidance documents will launch in early 2020.

# COLLEAGUE SAFETY



Colleague  
RIDDORS

2019/20 **8**

2018/19 **12**

Colleague  
AFR

2019/20 **0.23**

2018/19 **0.33**

**RIDDORS:** \*33% decrease in colleague RIDDORS following the peak in early 2019: 12 down to 8. \*7 were slip trip or fall \*4 occurred January to March: review showed the weather was not a factor \*A contributing factor in all 8 incidents was the behavioural choices made by the injured party

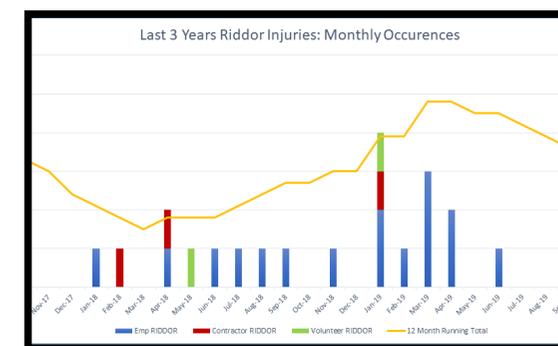
**Notable Incidents:** \*2 MAIB instances: Trust trip boat hit a road bridge and: work boat, with generator, capsized \*fork lift truck rotated forward shedding its load \*water sent down the canal: team working in lock evacuated when water overtopped the stop planks \*suction tanker crossing ended up collapsing an area along the access road \*contractor hit colleague with crane

**Audits:** \*HAVs management of volunteer, operational and direct service colleagues across all 6 geographical regions: completion delayed due to the COVID pandemic \*Management site audits of 3 museums & 2 attractions plus 3 of 4 docks / harbours completed: London postponed due to the COVID pandemic \*Action plans from all audits to be agreed and delivered by Regions in 2020

**Health & Safety Employee Representatives:** \*Number of H&S Employee Representatives doubled to 95: includes colleagues and volunteers \*First H&S Reps conference

## Focus on Root Cause:

- \* Of the 1,595 colleague all reports, slips, trips and falls continue to be biggest cause (18% : 287) with safe systems of work following (12.5% : 201).
- \* Of the 135 volunteer all reports slips, trips and falls continue to be the biggest cause (25% : 34) with accidental damage to asset or equipment following (10%:14)
- \* A new winter safety poster program throughout January and February targeted slips, trips and falls.



# COLLEAGUE WELLBEING



Health Parameter	Proportion of Trust colleagues who attended the wellbeing clinic that need to take action
Body fat percentage	70%
Body mass index	63%
Exercise	61%
Waist size	52%
Total cholesterol	49%
Blood pressure	41%
Blood glucose	4%
Health Parameter	Proportion of Trust colleagues who are dissatisfied
Daily stress	27%
Work life balance	19%
Daily energy	19%
Sleep	24%

## Occupational Health Appointments:

\*199 colleagues attended appointments across 11 locations \*offered on a non-mandatory basis \*Those exhibiting elevated total cholesterol, blood glucose and/or blood pressure scores were referred to their GP \*100% of the feedback returned stated this is a useful colleague benefit.

## Employee Assistance Programme:

\*Anxiety was the most common reason, accounting for (28%) of overall counselling engagement. This was followed by Low Mood (21%) and Friends (5%)

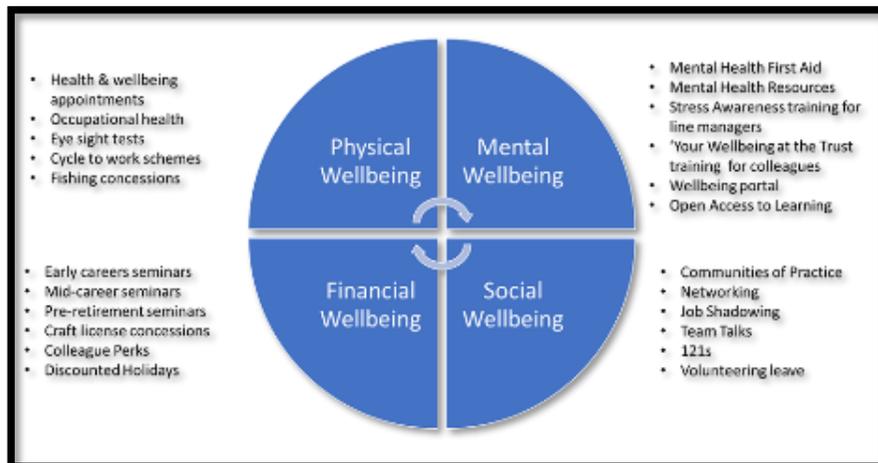
\*Civil was the most common reason for advice calls, accounting for (29%) of overall advice engagement. This was followed by Employment (18%) and Property (16%)

\*31 referrals for face-to-face counselling: 145 sessions delivered.

## Interactive Wellbeing Portal

\*Our wellbeing programme is based on four pillars of wellbeing: mental & emotional wellbeing, social wellbeing, financial wellbeing and physical wellbeing \*The Trust launched a new interactive wellbeing portal in Trust-ED bringing all these elements together.

Mental Health 1 <sup>st</sup> Aiders	71
Colleagues attending 'Your Wellbeing at the Trust' 6 sessions delivered	44
Colleagues attending 'Stress awareness for line managers' 4 sessions delivered	20



## Financial Wellbeing:

\*6 mid-career financial planning seminars \*5 pre-retirement planning courses were provided

## COVID19:

\*Dedicated portal with advice on maintaining wellbeing \*Everyday Risk Assessment Updated \*Increased virtual training on Wellbeing & Remote Management



# DOCKS AND PORTS



## London:

\*Refreshing documentation, processes and procedures: consultation during 2020 on revised Marine Safety Management System for West India & Millwall Docks Key \*'Harbour Directions' to be rewritten in 2020 \*Working with local and foreign ship owners & Canary Wharf to ensure development of both the area and the port are mutually supportive \*Recent & planned work on West India Dock lock gates will see reliability and flexibility returned

## Yorkshire & North East Harbour & Freight Waterway:

Type	Total Movements In + Out	Tonnes	New Freight Enquiries
Shipping: Howdendyke	110	109,533	1
Shipping: Caldaire Terminal	120	137,811	0
Freight Barge	78	15,630	13
<b>Totals</b>	<b>308</b>	<b>262,974</b>	<b>14</b>

\*New standard added to cover masters wishing to take the helm \*Inland Port at Leeds planning consent granted \*Survey of Bulholme Lock using Interreg funding completed \*New freight traffic to Knostrop Leeds progressed but delayed by coronavirus pandemic

\*Severe flooding during storm Ciara and storm Dennis caused disruption to inland freight, creating need for unplanned dredging \*Oil tanker grounded while loaded but vessel re-floated without incident \*Around 10 weeks freight income lost due to flood events and the Covid19 pandemic: shipping remains unaffected.

## Gloucester & Sharpness:

\*155 vessels passed through the port \*tonnages increased by 21.56% (up 507,658t from 417,635t); average 3,275t of cargo \*This increase is presenting challenges for our already aging infrastructure.

\*Dredging costs greatly reduced to less than £50k per annum; main dock dredged over 15 years ago, vital is included in the 2021/22 programme \*Replaced the sacrificial hardwood fenders on North Pier: further works required as significant hazard to shipping \*MCA inspection of Oil Spill arrangements \*MCA conducted Tier 2 Mobilisation exercise

## Liverpool:

\*Hosted 10 visiting tall ships and historical vessels for Mersey River Festival \*3 Royal Navy vessels berthed as part of the Armed Forces Day Celebrations \*38 yachts stayed overnight for Liverpool Yacht Club 24-hour the Isle of Man race \* Almost all 2020 Maritime events cancelled due to the COVID19 pandemic.

\*Panned for 2020: \*dredging of the river entrance approaches \*major repair to the River Wall \*installation of a new control system for dock gates & swing bridge



# Overall Incident Reporting Performance



### Positive Interventions

705

2018/19:  
187

### Hazard Near Miss

1055

2018/19:  
633

### Incidents

1063

2018/19:  
520

### Closed

2,529

2018/19:  
1136

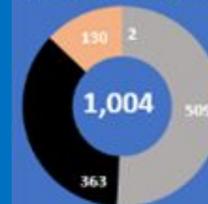
### Open

309

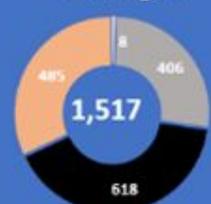
2018/19:  
204

**726 individuals have reported at least 1 safety report in the last 12 months (disregarding anonymous reports)**

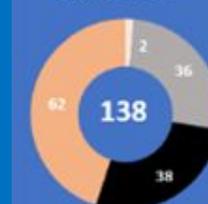
### Member of Public



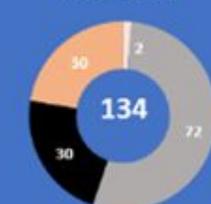
### Colleague



### Contractor



### Volunteer





# DRIVING CHANGE FORWARD

Our ambitions for 2020/21 are below however this may change in response to the ongoing COVID19 pandemic



## Compliance

- \*Develop a suite of proactive safety KPIs
- \*Convert 30 toolbox talks into huddle cards & video packages

- \*Audit Volunteer Safety Management: adoptions, partners and directly managed
- \*HAVs online self-service screening questionnaire available in TrustEd

- \*Audit ProEvaluate submissions
- \*Support the Regions with Visitor Risk Assessment site visits and delivery of agreed plan



## Communication

- \*Promote Behaviour Standards
- \*Deliver Communication Strategy

- \*Improve more Gateway Safety Pages
- \*Facilitate access so more people can enjoy our conferences

- \*Health and Safety Awards 2020
- \*Focus on wellbeing campaigns as well as safety



## Competency

- \*Recertify 30 CAATs Assessors
- \*Simplify Incident Investigation Process share lessons learnt

- \*Deliver interactive behavioural safety training for managers
- \*More Safety Training accessible through TrustEd

- \*Compliment the Line Card & current training with bespoke confrontation training / social media



## Policies

- \*Build business intelligence system that will enhance trend analysis

- \*With the H&S Reps, review and update the Risk Register
- \*Simplify processes and guidance further

- \*Review and Update the Trust H&S Policy
- \*Review and update the national H&S Action Plan





## COVID-19 LOCKDOWN: UPDATE AND RECOVERY PLAN

By: Richard Parry, Chief Executive

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### 1 PURPOSE

- 1.1 This report is to inform the Board of the Trust's recovery plan as we emerge gradually, and safely, from the current COVID-19 pandemic lockdown.

### 2 TRUST OPERATIONS DURING LOCKDOWN

- 2.1 As the Board is aware, whilst the network was closed to navigation from 23 March, we continued to keep towpaths open (and saw large volumes of local use in many places) and boats have continued to be moored on the navigation, many with people living aboard, requiring us to keep water levels up and to ensure basic services and facilities have continued to be available.
- 2.2 We have rostered a full complement of operational colleagues to maintain the safe management of the network in its restricted state, with Construction team colleagues from Direct Services temporarily joining local Operations team rosters to fill any gaps and/or where additional support was needed, and to ensure the full 24/7 on-call roster was maintained. This includes call out for emergency response and pollution incidents. Operations teams have also continued to support water supply contracts and manage Dock operations which (in particular at Sharpness) have continued to be busy
- 2.3 Regular asset inspections, which underpin our safe stewardship of the network, have continued including the full programme of reservoir inspections.
- 2.4 As reported in the Health & Safety report, where colleagues working on the network have expressed concerns about social distancing, we have indicated that they can adapt their work to minimise this risk and stop work if unable to feel safe.
- 2.5 Contract work has continued, with essential service and maintenance provided for boater facilities (cleaning and waste removal), SCADA/MEICA systems, vegetation (grass and aquatic weed, although most of this was deferred for some weeks until it became essential), and any other support (such as fisheries management).
- 2.6 Museums and attractions have remained closed, with all colleagues based here stood down (on furlough) or redeployed and all volunteering stopped. (The Collections Manager has continued to provide care for heritage assets on site.)
- 2.7 Most construction work was put on hold from the end of March, other than for safety critical and reservoir works, but since Board decisions to resume work at key river sites on 9 April and at other priority locations from 24 April, all other Kier

construction works are now re-mobilising. Dredging works (by Land & Water) have resumed. The Trust's direct labour work has been on hold with most operatives and site supervisors on furlough leave (unless transferred to support operations)

- 2.8 All wider community engagement, education, events and participation activity has been cancelled indefinitely, as has face-to-face fundraising. The Trust has promoted its digital activities more strongly and devoted more effort to its development to enhance and expand content.
- 2.9 Altogether just over 600 colleagues have been placed on furlough leave across the range of functions affected.
- 2.10 Most other colleagues, not in operational roles, have been able to work at home with all Trust offices closed, other than for essential use. IT support for video conferencing etc has been very effective.
- 2.11 Close attention is being paid to colleague wellbeing and the details of the recent survey are provided in the HR report, showing an overall positive response. Regular communications include a weekly video message from the Chief Executive and a copy of the Source delivered monthly to every colleague (including those on furlough leave). There are various team social events to keep people connected.

### **3 RECOVERY PLAN**

- 3.1 The changes to lockdown set out by the Government on 10/11 May mean that we have been able to announce a 3-phase return to navigation, with full re-opening from 1 June, and angling, canoeing and other water-sports now able to resume. Until leisure boat users are able to stay aboard overnight, use of the navigation for more than local trips will be limited and hire boats will be unable to operate.
- 3.2 Our operations teams continue to be fully rostered and have now re-focused on safety checks to ensure assets not used for several weeks are in satisfactory working condition to support navigation. Key seasonal staff roles are resuming where necessary for key structures to operate safely (such as tunnel keepers) and volunteer lock-keepers are being invited to resume their role, for those for whom it is safe and at key locations.
- 3.3 The Trust's recovery is guided by the overall risk assessments required to keep people – colleagues and the public - safe. We have a CoVid risk register and we are now preparing a suite of risk assessments for our core activities. In line with latest Government guidance, these are being prepared in a form that will be suitable for publication on our website – as our CoVid19-Risk Assessment document. The oversight to the process is being provided by the Trust's Head of Legal & Governance to provide quality assurance, and check compliance as well as consistency of approach.
- 3.4 We are engaging actively with the trade unions so that we address any concerns they may have and secure their acceptance of our recovery plans. This specifically will include how to address concerns over travel to site, PPE (including face masks/ covers) and maintaining social distancing. This will be critical before re-

commencing any direct labour construction work – which we plan to start by 1 July at the latest, including the Trust’s workshops (for lock gate manufacture).

- 3.5 The Trust does not see office re-opening as an urgent priority given the relative ease with which most colleagues have adapted to work from home (combined with essential site visits for those roles where this is necessary). However, a plan for re-opening a handful of our main office sites at some future date, with a minimal ‘skeleton’ staffing, is in hand in order to establish how each location will operate in future, with necessary hygiene/ social distancing and applying any specific arrangements for use of shared areas etc. **Redacted.**
- 3.6 A plan for bringing colleagues back from furlough leave as required is being built up with colleagues brought back as and when (and not before) their role is needed. We will review the details for how the scheme will extend beyond the end of July when they are available and whether this may enable some colleagues to do part-time work in areas (like community engagement and fundraising) where long term disruption is expected. **Redacted.**
- 3.7 As reported in the CIO’s report, there continues to be considerable pressure on rental and licence income, and hence, as reported in the Finance Director’s report, the Trust is actively managing its cash position - as we work towards resuming full operation - to ensure liquidity is sustained.

Chief Executive  
May 2020



Board Meeting  
21 May 2020  
Information & Decision Report  
Trust 479  
**Confidential Wording in Red**

## GOVERNANCE REPORT

Tom Deards, Head of Legal & Governance Services

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### 1 PURPOSE

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

### 2 RECOMMENDATIONS

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

2.1.1 Redacted;

2.1.2 Redacted;

2.1.3 Redacted;

2.1.4 Redacted;

2.1.5 Redacted;

2.1.5 Note the update on the Annual Board Review (section 8);

2.1.6 Note the Council Induction Plans (section 9);

2.1.7 Note the National Advisory Groups' annual reports (section 10); and

2.1.8 Approve the re-appointment of Matthew Hunt to the London & South East Regional Advisory Board (section 11);

2.1.9 Approve the Investment Committee Terms of Reference (section 12).

**3 REDACTED**

**4 REDACTED**

**5 REDACTED**

**6 REDACTED**

**7 REDACTED**

## 8 ANNUAL BOARD REVIEW

- 8.1 Questionnaire responses have now been received from all Trustees and the results have been compiled and circulated to the Board, showing comparison with the results from the 2019 Annual Board Review. **Redacted.**
- 8.2 The Deputy Chair has had individual discussions with each Trustee and is producing a report to be discussed at a later Board meeting in person, when circumstances allow.

## 9 COUNCIL INDUCTION

- 9.1 Given the influx of new Council members, a face to face induction event had been planned. In addition to Council members, the invite was to be extended to Regional Advisory Board members, Bwrdd Glandwr Cymru members and Waterways Ombudsman Committee members.
- 9.2 Due to Covid-19, the physical event has been cancelled and will be replaced by two virtual induction sessions to be held on 08 and 12 June 2020.

## 10 NATIONAL ADVISORY GROUPS: ANNUAL REVIEW

- 10.1 Annually the National Advisory Groups submit a report to Trustee reporting on their annual activities. During the 19/20 year the following groups have been active and provided an annual report (**Appendix G**):
- Museums
  - Fisheries/Angling
  - Navigation
  - Environment
  - Youth Engagement
- 10.2 The following Advisory Groups are dormant/disbanded and are therefore not included:
- Freight
  - Volunteering
  - Arts
  - Heritage (to be re-constituted as the Culture and Heritage Advisory Group).

## 11 REGIONAL ADVISORY BOARD APPOINTMENTS

- 11.1 A full list of Regional Advisory Board Members and their terms of office is included at **Appendix H**.
- 11.2 Following the resignation of Caroline Schwaller, Chair of the Yorkshire & North East Regional Advisory Board, recruitment for a replacement Chair has been undertaken. Interviews of the short-listed candidates has been delayed due to Covid-19.
- 11.3 The Board is asked to approve the following renewal to the London and South East Regional Advisory Board:

**Matthew Hunt, London & South East – to 30 June 2021**

Redacted

## 12 INVESTMENT COMMITTEE TERMS OF REFERENCE

12.1 The Investment Committee reviewed its Terms of Reference at their meeting on 13 May 2020 and recommended their approval to the Board. **Appendix I** shows the proposed changes to their Terms of Reference, summarised as:

- Minor issues of consistency resolved
- Clarification of role to monitor income streams against business plan incorporated
- Clarification of co-option requirements to allow more than one co-optee incorporated
- Minor changes to bring into line with wider Trust governance framework.

12.2 The Board is asked to approve the Terms of Reference.

May 2020

## Appendix G

## NAVIGATION ADVISORY GROUP (OPERATIONS) – MARCH 2020

NAME OF THE GROUP	NAVIGATION ADVISORY GROUP (OPERATIONS)
TRUST LEAD DIRECTOR	<b>Julie Sharman, Chief Operating Officer</b>
TRUST LEAD MANAGER	<b>Jon Horsfall, Head of Customer Service Support</b>
CHAired BY	<b>Mike Carter</b>
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
<b>Mike Carter, Chair</b>	Boat safety scheme examiner and boat surveyor, member of CBOA
<b>Gareth Jones</b>	Private Boater, Gareth is a member of the RBOA
<b>Sue Cawson</b>	Private Boater, Navigation officer HNBC
<b>Kevin East</b>	Access Officer, British Canoeing
<b>David Fletcher</b>	Private Boater & Boat Safety Scheme Technical Committee Chair
<b>Steve Wood</b>	Private Boater, Steve is a Committee member and work party organiser for the Burslem Port Trust, leads the Uttoxeter Canal project, and is Deputy Chairman of IWA North Staffs & South Cheshire Branch
<b>Nigel Stevens</b>	Proprietor Shire Cruisers and a Member of the North West Regional Advisory Board
<b>Lee Wilshire</b>	A member of London's Better Relationships Group and is working on a number of projects on the canal network, from affordable moorings to a recycling barge. Lee, who is a planner and urban designer, lives on his boat. He was previously a member of the Navigation Advisory Group Licensing & Mooring
<b>Vaughan Welch</b>	Council Observer, Elected Member, Private Boating (Retired February)
<b>David Gibson</b>	Council Observer, Ramblers Association (Retired February)
<b>UPDATE OVER THE LAST 12 MONTHS</b>	<p>The NAG has explored and advised the Trust on a number of issues over the last 12 months, this has included;</p> <ul style="list-style-type: none"> <li>- Strong Stream Warning system. This pilot online warning system was implemented in 2018. The NAG reviewed and recommended a number of improvements to the system.</li> <li>- Unpowered craft through Tunnels. The group have discussed and contributed to updates to the Trust's guidance and information for unpowered craft.</li> <li>- Boater facilities – the group have provided initial input into the review of the Trust's strategic approach to providing boater facilities.</li> <li>- Navigation dimensions and managing wide-beam boats. The group have contributed to the review and revisions to published craft dimensions and the actions being implemented to help manage wide-beam boats on the network.</li> <li>- Contributed to discussions on the Trusts response to the Middlewich breach and the Toddbrook reservoir incident.</li> <li>- The group has also looked at issues including, pawls and spindles, the use of Nicospan for bank repairs, progress</li> </ul>

	implementing the London Mooring Strategy, winter stoppages and winter moorings
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## YOUTH ENGAGEMENT ADVISORY GROUP – MARCH 2019

<b>NAME OF THE GROUP</b>	<b>YOUTH ENGAGEMENT ADVISORY GROUP</b>
<b>TRUST LEAD DIRECTOR</b>	<b>Heather Clarke, Strategy, Engagement &amp; Impact Director</b>
<b>TRUST LEAD MANAGER</b>	<b>Stephen Higham, Head of Partnerships &amp; Outcomes Development &amp; Lucie Unsworth, National Youth &amp; Civil Society Manager</b>
<b>CHAired BY</b>	<b>Louis Howell</b>
<b>MEMBERS</b>	<b>AFFILIATION/BRIEF COMMENT FOR EACH</b>
<b>Louis Howell</b>	Louis is a dynamic and rounded professional with experience that spans the voluntary youth sector, education sector and the world of small business. Today, he runs a marketing transformation company, co-runs an educational social enterprise and is a trustee and volunteer at 2 small London-based charities. His work with the Canal & River Trust began when he worked on the Action Squad's programme, headed up by NCVYS, which engaged and supported young people in social action across the canal network. Louis has recently been appointed Co-opted Member for Youth of the Trust's Council and is a member of the Regional Advisory Board for London & South East.
Kayleigh Wainwright	Kayleigh Wainwright is Head of Membership & Policy at UK Youth, a leading national charity, committed to providing access to appropriate, high quality services in every community so that young people are empowered to build bright futures, regardless of their background or circumstances. Kayleigh has over 12 years' experience in the youth sector, working for a number of local and regional organisations developing new projects with young people and leading on shaping policy.
<b>Chloe Donovan</b>	Young facilitator in East of England and development officer for Young People's Skills. She has been active in youth participation since the age of 12. She's a member of the Connexions youth council, was a member of the UK Youth Parliament, and led a planning group for the Young Partners Award. Chloe was previously a co-opted member for youth of the Trust's Council.
<b>Frances Craven</b>	CEO, Sandwell Children's Trust
<b>Ellie Alvarez</b>	Ellie is currently working as the Operations and Project Coordinator for the #iwill campaign. She joined the campaign following her graduation from her Masters degree in Migration Studies from the University of Sussex. Previous to that, Ellie received a BA in French and Spanish at Cardiff University. Ellie's social action has focused on working with refugees and migrants. She is currently a volunteer for the South London Refugee Association as an advice volunteer. She also has other experience in campaigning for better education for refugees, teaching and support work.
<b>Kristen Stephenson</b>	As Head of Volunteering at Sport England Kristen leads on managing the 38 projects across their Volunteering Fund and supporting the delivery of their strategy, 'Volunteering in an Active Nation'. The fund is focused on getting young people involved in making a difference through social action, sport and physical activity and creating opportunities to get people from economically disadvantaged areas

	involved in volunteering. She's passionate about creating opportunities for more people to experience the benefits of volunteering and getting active. She was previously Volunteering Development Manager at the National Council of Voluntary Organisations (NCVO) which worked with over 12,000 different charities who were members of NCVO.
<b>Vanessa Joseph</b>	Vanessa works for Mind, the Mental Health charity as a Young Person Influence and Participation Manager. She has been with Mind since January 2019 and previously with The Children's Society for four years, as a Participation Manager specialising in serious youth violence and child sexual exploitation. Vanessa's current role is to provide young people between the ages of 11-24 with a plethora of opportunities to shape Mind's work nationally.
<b>John Downes</b>	John's career has been dedicated to supporting young people and enabling them to shape their own futures. At StreetGames John is Head of Youth and Sport and Area Director for the North East. He is responsible for creating their young volunteer and young advisors programmes which have gone on to work with over 20,000 young people in becoming local leaders. Currently John is a rugby league coach, governor of his local first school and recently joined the management group of the National Youth Safeguarding Forum. Previously John was a trustee of NCVYS and MACC, the community sector infrastructure organisation for Manchester.
<b>Lisa Putnam</b>	Lisa is Assistant Director for Development at the National Youth Agency, the national body for youth work. Lisa has responsibility for driving the growth and evolution of the organisation through developing innovative approaches, partnerships and research opportunities to ensure young people get access to timely, relevant and impactful opportunities, rooted in co-creation and youth voice.
<b>Michelle Hemmingfield</b>	Senior Project Manager, Development & Networks, National Union of Students / SOS-UK (Students Organising Sustainability)
<b>UPDATE OVER THE LAST 12 MONTHS</b>	Established in 2012, the purpose of the YEAG is to provide expert advice and guidance to the Trust on the development of our youth engagement strategy, programmes and approaches. Over the past 12 months the group has seen its membership grow and diversify to better reflect the Trust's waterways and wellbeing charity. Organisations newly represented include; MIND, Street Games, Sport England and Sandwell Children's Trust. The group met in December to discuss its priorities for the coming year. These included; supporting the development of the Trust's national and regional youth offer, measuring impact, ensuring representation amongst beneficiaries and participants and supporting youth voice at all levels. The next meeting is planned for May 2020.

## FISHERIES &amp; ANGLING ADVISORY GROUP – MARCH 2020

<b>NAME OF THE GROUP</b>	<b>NATIONAL FISHERIES &amp; ANGLING</b>
<b>TRUST LEAD DIRECTOR</b>	<b>Julie Sharman, Chief Operating Officer</b>
<b>TRUST LEAD MANAGER</b>	<b>Jon Horsfall, Head of Customer Service Support and John Ellis, National Fisheries &amp; Angling Manager</b>
<b>CHAired BY</b>	<b>Professor Emeritus Ian Trayer</b>
<b>MEMBERS</b>	<b>AFFILIATION/BRIEF COMMENT FOR EACH</b>
<b>Ian Trayer, Chair</b>	An angler for more than sixty years, Ian is a retired professor of biochemistry. Now volunteer Fisheries Officer for Barnt Green Waters Ltd, who manage the Bittell Reservoir SSSI complex, Ian has a specific interest in water quality, genetics and aquatic ecosystem management
<b>David Kent</b>	Former Board member of The Angling Trust. Chairman of The Angling Trust Freshwater Group. David has volunteered in numerous capacities in fisheries and angling for over 40 years. David plays a lead role in the organisation of joint Canal & River Trust and Angling Trust competitions. David was recently elected a Canal & River Trust Council member, having previously been a nominated representative.
<b>Kye Jerrom</b>	A fisheries technical specialist with the Environment Agency Anglian Region (Cambridgeshire & Bedfordshire), Kye is lead for fisheries ecology, legislation, fisheries management and angling along with angling participation and Voluntary Bailiffing Service. Kye is also a Division One national angler who qualified for the final of the 2019 canal pairs championship.
<b>Alan Hughes</b>	Alan has spent his working life operating the high voltage electricity network for Scottish & Southern Energy. He was offered the voluntary position of General Secretary and Trustee for Reading & District Angling Association and has spent nearly 20 years in that role. Alan sits on several committees and is Chairman of the Upper Thames Fisheries Consultative.
<b>Peter Fieldhouse (retired December 2019)</b>	A former volunteer director of the Professional Anglers Association with close links to National Fishing Month, Peter remains an active deliverer of angling coaching activity throughout the Midlands and is heavily involved in the Trust's Let's Fish Campaign. Peter is also an Angling Trust Coach Educator.
<b>Andy Wedgbury</b>	Lifelong angler. Currently a PhD student with the University of Worcester doing pioneering work into the socio-historical aspects of the angling community. Andy believes strongly that we should start to put the angler back into angling if we are to make progress in securing a future for angling.
<b>Dick Pilkinton (retired December 2019)</b>	Chairman of The Tring Anglers and a South East Partnership Board member, Dick remains an active angling coach and is involved through his club and the South East partnership in the Trust's Let's Fish Campaign. He is also a keen boater.

<b>Dave Ottewell (from autumn 2019)</b>	A fisheries graduate with expertise in the management of non-native invasive species, Dave's career has included spells at British Waterways, the Environment Agency and in private consultancy. He is the National lead Freshwater Fish and Fisheries Specialist for Natural England and is currently on internal secondment as Senior Water Adviser. In his youth, Dave was a keen canal angler.
<b>Dennis Hunt</b>	An active angling coach who has played a significant role in the Trust's Let's Fish Campaign, Dennis has fished the canals for over 50 years and served significant time as a committee member, Treasurer and Chairman of Luton Angling Club.
<b>Andy Strickland</b>	A retired chartered accountant, Andy is now the general secretary of Prince Albert Angling Society, the largest angling club in the UK with around 10,000 members. He manages a portfolio of over 200 fisheries including over 40 that are owned outright and more than 20 SSSI's, including sections of the Montgomery Canal SSSI
<b>Mike Heylin (from autumn 2019)</b>	Mike is an entrepreneur and business manager with a marketing, PR, advertising and sales background in consumer and b2b markets. He has wide European experience and is a starter by nature. He has proven ability as secretary and administrator to numerous fisheries, angling and voluntary community and social groups and has run club Stillwater fisheries for 25 years plus. Mike is a life-long political and environmental activist. He grew up fishing the GUC at Boxmoor.
<b>Mark Parry (from autumn 2019)</b>	Mark has been Secretary of Port Sunlight Angling Club for the last 15 years, having joined as a junior in 1982. A recently retired police officer, he worked as a dedicated school officer for many years and has a Dip Ed in Safer Schools and Youth Engagement, using fishing as a means of engaging with hard to reach young people. He is a Level 2 angling coach and introduced his club to canal affiliation and the Let's Fish campaign. Mark is married and now lives in Cheshire, a few hundred yards from the canal where his parents moored their boat when he was a child.
<b>UPDATE OVER THE LAST 12 MONTHS</b>	The group was established in 2011 to advise the newly created Trust around its fisheries & angling function. During 2019, the group was renamed the fisheries and angling advisory group to better reflect the breadth of areas that it covers. It met three times (March, July and November) during the year with some members also attending an additional meeting set aside to review options for developing and growing income. Its current members are active supporters and play an important role as critical friends and sounding board for future ambitions. Chaired by Emeritus Professor Ian Trayer, members include a range of fisheries and angling stakeholders with canal, river and stillwater fisheries interests in both England & Wales. Following external advertisements, three new members, Dave Ottewell, Mark Parry and Mike Heylin recently joined the group with Peter Fieldhouse and Dick Pilkinton retiring. There is currently one vacancy.

	<p>Non-native invasive species compliance and management continues to be a significant issue for the Trust and several members of the group played an active role in the 2019 zander workshop.</p> <p><a href="https://canalrivertrust.org.uk/refresh/media/original/40360-zander-workshop-summary-of-outcomes-and-conclusions.pdf">https://canalrivertrust.org.uk/refresh/media/original/40360-zander-workshop-summary-of-outcomes-and-conclusions.pdf</a></p> <p>The group continues to help the Trust refine and develop its Let's Fish work and had a major and ongoing input into the development of the new, EA led, National Angling Strategy, (Angling for Good). During the year the group had provided advice on issues such as water resources and fisheries, pricing structure for Waterway Wanderers permits, events and competitions and social and digital media. The group has also developed relationships with the Inland Waterways Association navigation committee. A sub-group continues its work to review of the terms and conditions of the Trust's agreement document for fishing rights.</p>
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## ENVIRONMENTAL ADVISORY GROUP – MAY 2020

NAME OF THE GROUP	ENVIRONMENTAL
TRUST LEAD DIRECTOR	Heather Clarke, Strategy, Engagement & Impact Director
TRUST LEAD MANAGER	Peter Birch, National Environmental Policy Advisor
CHAired BY	Ed Mitchell
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Ed Mitchell (as Chair)	Director of Environment Pennon Group, Wastewater Operations Director South West Water. Formerly: Independent Chair/Deputy Chair at South West Water and Director at the Environment Agency, with background in the water industry.
Rafid Al Khaddar	CIWEM representative. University Professor, has supported research/volunteering links for Environment team.
Caroline Essery	Caroline has worked as an ecologist for over 20 years promoting and advising on the sustainable management of watercourses. Currently with the Environment Agency advising on a wide range of topics relating to the conservation and enhancement of the water environment
Bruce Lascelles	Head of natural environment team at Hyder (the Trusts PSC consultant, now a division of Arcadis)
Lindsay Frost	Chartered Town planner, former local planning officer
Duncan Mackay	Former Principal Advisor – Reconnecting People & nature team – Natural England; now freelance consultant.
Matt Buckler (replacing Angela Mayson)	Regional Manager (Trent Valley & Dark Peak) and Head of Nature Recovery Networks - Derbyshire Wildlife Trust, background in ecology / conservation and especially restoration of habitats
Arlin Rickard (stepped down Sept 2019, replacement not yet recruited)	Chief Executive of the Rivers Trusts, strong advocate for Water Framework Directive issues especially Fish Passes – has supported the Trust in a pragmatic approach with Environment Agency and helped to leverage external funding for fish passes on our weirs
UPDATE OVER THE LAST 12 MONTHS	<p>The Group provides a useful insight and shared knowledge on the external context for its environmental work with senior colleagues from a range of backgrounds and involvement with key potential partners such as water companies (the Chair is Environment Director for the South West Water/Veolia group), environmental NGOs and regulators. It presents papers on its position on current issues and this has helped develop environmental strategy since 2012.</p> <p>Three meetings were held in 2019 covering:</p> <p><b>Meeting 17:</b> covered a series of issues relevant to the Trust's positioning on wildlife and current Government policy direction – Biodiversity Net Gain; Natural Capital; Green Infrastructure; Nature Recovery Networks.</p> <p>The Group approved of the Trust's current direction in engaging with these topics and saw plenty of opportunity for waterways and the Trust to deliver</p>

	<p>further public benefit in this area. Contacts / connections have helped us develop the connection between our own habitat assessment methodology and the Government's Biodiversity Net Gain metric; and to engage with Natural England on the development of national Green Infrastructure standards.</p> <p><b>Meeting 18:</b> considered the Trust's response to climate change, previous risk assessments and opportunities for the Trust.</p> <p>The Group agreed that the Trust and our waterways have a role to play in both mitigation of and adaptation to, climate change impacts and highlighted areas to build on current work. This input has been instrumental in development of our Strategic Programme 04 on sustainability and climate change.</p> <p><b>Meeting 19</b> carried out a review of key environmental issues for the Trust, considering work to date covered in previous meetings and involving members of our Youth Ambassador's programme to help highlight:</p> <p>Where public concern is highest (climate change, health &amp; wellbeing, biodiversity loss); and</p> <p>Where the Trust can do most to help (connectivity; quality of waterway spaces; being more active in delivery of relevant programmes – a more diverse offer of activity on our waterways, linked to addressing these themes).</p>
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## MUSEUMS ADVISORY BOARD – APRIL 2020

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

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

	<p>Robert is a founding director of Eura Conservation Ltd with 30 years' experience covering all aspects of conservation. He is a member of Icon, The Institute of Conservation; the International Institute of Conservation; the Museums Association; RICS, the Royal Institute of Chartered Surveyors; the Historic Metallurgy Society and The International Committee for the Conservation of Industrial Heritage. Robert is an accredited conservator, an accreditation assessor for Icon and a screening panel member for the BEKO Award for Conservation in the Community. He was Eura's internal mentor for two pilot programmes for Icon's Conservation Technician Qualification Scheme. Robert was the ss Great Britain's conservation consultant, funded by the Heritage Lottery Fund, for the production of Volume 2 of the Conservation Management Plan. With the Director of the ss Great Britain Trust, he developed the concept of the "glass sea", the water-covered glass waterline plate that allowed preventive conservation to be applied to 75% of the ship. He was the conservation director and project manager for the subsequent contract where preventive and interventive work was carried out on the ship. Eura was runner up for the Pilgrim Trust Conservation Award for this project.</p>
<p><b>UPDATE OVER THE LAST 12 MONTHS</b></p>	<p>The Museum Advisory Board was formed in 2016 to advise the Trust Executive Team on all matters relating to the management and operation of the Museums. The Board met in April 2019, providing useful advice for the Executive in framing the future potential and options for the museums. Contact has since been maintained with the Board Chair in respect of progress on recent organisational changes and strategic direction. All Board appointments are due to expire shortly but the group has largely agreed to stay on for a further term to support the change programme.</p>



**Canal & River Trust**  
**Regional Advisory Board Membership**  
**Appendix H to Governance Board Report 21 May 2020**

KEYNAME	TERM	FIRST NAME	KEY NAME	START DATE	END DATE
<b>Regional Advisory Board - East Midlands</b>	<b>1st Term</b>	Anil	<b>Majithia</b>	02-May-2018	30-Jun-2021
		Andy	<b>Oughton</b>	17-Jun-2019	30-Jun-2022
		Terry	<b>Cavender</b>	30-Mar-2020	30-Mar-2023
		Jane	<b>Stubbs</b>	21-Mar-2019	31-Mar-2022
		Ahtesham	<b>Mahmood</b>	30-Nov-2018	30-Nov-2021
	<b>2nd Term</b>	Kathryn	<b>Dodington</b>	02-Sep-2017	02-Sep-2020
		Shirley	<b>Rogers</b>	30-Apr-2019	30-Apr-2022
	<b>Regional Advisory Board - London &amp; South East</b>	<b>1st Term</b>	David	<b>Brough</b>	01-Jul-2019
William			<b>Atkinson</b>	02-May-2018	30-Jun-2021
		Louis	<b>Howell</b>	01-Jul-2019	31-Jul-2022
<b>2nd Term</b>		Dominic	<b>Pinto</b>	12-Nov-2019	30-Nov-2022
		Dick	<b>Pilkinton</b>	30-Apr-2019	30-Apr-2022
<b>3rd Term</b>		Jim	<b>Crooks</b>	30-Apr-2019	30-Apr-2022
		Jenny	<b>Ballinger</b>	19-Sep-2016	19-Sep-2020
<b>1st Term Extended</b>		Matthew	<b>Hunt</b>	13-Jun-2019	30-Jun-2020
<b>Regional Advisory Board - North West</b>		<b>1st Term</b>	Nigel	<b>Weatherill</b>	08-Mar-2019
	Nicholas		<b>Mead</b>	14-Nov-2017	14-Nov-2020
		Peter	<b>Jordan</b>	14-Nov-2017	14-Nov-2020
	<b>3rd Term</b>	Audrey	<b>Smith</b>	14-Nov-2017	14-Nov-2020
		Tayo	<b>Adebowale</b>	30-Apr-2019	30-Apr-2022
		Iain	<b>Taylor</b>	30-Apr-2019	30-Apr-2022
	<b>1st Term Extended</b>	Gerry	<b>Proctor</b>	05-May-2017	30-May-2021
		Peter	<b>Rowlinson</b>	12-Nov-2019	30-Nov-2020
<b>Regional Advisory Board - South West</b>	<b>1st Term</b>	David	<b>Fearns</b>	31-May-2019	31-May-2021
		Mary	<b>Hutton</b>	31-Jan-2020	31-Jan-2023
		Tamsin	<b>Phipps</b>	30-Apr-2019	30-Apr-2022
		Bryony	<b>Houlden</b>	31-Jan-2020	31-Jan-2023
		Chris	<b>Brierley</b>	31-Jan-2020	31-Jan-2023
	<b>2nd Term</b>	David	<b>Hagg</b>	19-Jun-2018	31-Mar-2021
		Edward	<b>Helps</b>	30-Apr-2019	30-Apr-2022
	<b>3rd Term</b>	Lois	<b>Francis</b>	30-Apr-2019	30-Apr-2022
		Robert	<b>Moreland</b>	30-Apr-2019	30-Apr-2021
	<b>2nd Term Extended</b>	Ken	<b>Oliver</b>	24-Jan-2017	30-Jan-2021
<b>Regional Advisory Board - West Midlands</b>	<b>1st Term</b>	Imran	<b>Mirza</b>	01-Mar-2018	01-Mar-2021
		John	<b>McNicholas</b>	01-Mar-2018	01-Mar-2021
		John	<b>Hudson</b>	08-Oct-2018	30-Jun-2021
		Helen	<b>Paterson</b>	30-Apr-2019	30-Apr-2022
		Waseem	<b>Zaffar</b>	31-Mar-2019	31-Mar-2022
	<b>2nd Term</b>	Ewan	<b>Hamnett</b>	31-Mar-2019	31-Mar-2022
		John	<b>Yates</b>	30-Apr-2019	30-Apr-2022
		Philip	<b>Bateman</b>	30-Apr-2019	30-Apr-2022
		Adam	<b>Boyle</b>	30-Apr-2019	30-Apr-2022
<b>Regional Advisory Board - Yorkshire &amp; North East</b>	<b>2nd Term</b>	Adrian	<b>Curtis</b>	27-Apr-2017	30-Apr-2023
		Caroline	<b>Thorogood</b>	31-Oct-2018	31-Oct-2021
	<b>3rd Term</b>	Robin	<b>Stonebridge</b>	30-Apr-2019	30-Apr-2021
		Trevor	<b>Roberts</b>	30-Apr-2019	30-Apr-2022



## INVESTMENT COMMITTEE TERMS OF REFERENCE

### 1 CONSTITUTION

- 1.1 The Investment Committee is a Committee of the Board of Trustees.
- 1.2 The Delegations to all such Committees including the Investment Committee is laid down in the Board of Trustees' Scheme of Delegation.

### 2 PURPOSE

2.1 The Committee:

2.1.1 Provides non-executive oversight and assurance for the Trust in respect of the investment and other commercial activities of the Trust, including more particularly the:

- Group Investment Policy (GIP) for the Protected Endowment Portfolio, including investments in subsidiaries and associates, the property investment business and investments in financial assets together with the and utilities business and water sales business (together “the commercial business”), and
- The Treasury Management Policy Strategy.

2.1.2 In respect of the GIP, has responsibility for oversight of the execution of the agreed strategy.

2.1.22.1.3 In respect of the commercial business, has responsibility for monitoring the delivery of the income streams against business plan and which the Trust requires in order to deliver its charitable objects.

2.1.32.1.4 Manages the ongoing relationship with the Protector who is jointly appointed by the Trust and Defra under the terms of the Grant Agreement.

2.1.42.1.5 The Committee shall identify any matters where it considers that action or improvement is needed, make recommendations as to the steps to be taken and report its work, conclusions and any recommendations to the Trust.

### 3 DELEGATIONS

- 3.1 The Board has delegated specific decisions to Board Committees, including the Remuneration-Investment Committee, via its formal Scheme of Delegation. These delegations are reproduced in Appendix 1 paragraph 10.

### 4 DUTIES AND RESPONSIBILITIES

General



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- 4.1 The Committee's provides non-executive oversight and assurance for the Trust in respect of the investment and other commercial activities of the Trust, including more particularly the Group Investment Policy (GIP) for the Protected Endowment Portfolio, investment policies for designated and restricted funds, investments in subsidiaries and associates, the property business and utilities and water business (together "the commercial business").
- 4.2 The Committee shall exercise powers or authority delegated by the Board of Trustees in connection with the commercial business of the Trust.
- 4.3 The Committee shall:
  - 4.3.1 Keep under review the performance (benchmarked as appropriate) of the commercial business of the Trust, including the income generated from the commercial business, and from time to time report the outcome of such reviews to the Board.
  - 4.3.2 Review, and challenge where necessary, the actions and judgements of the Trust management in relation to the management of the commercial business.
  - 4.3.3 From time to time, review the policies, plans and business procedures of the Trust in the management and mitigation of material risk arising from its commercial business, and where necessary or appropriate, ~~to~~ make recommendations to the Board of Trustees.
  - 4.3.4 Review the specified GIP performance information provided by the Executive, in particular the management accounts, cash flow forecasts, performance analysis and commentary, and taking account of the need to:
    - Review at least once every two years the Investment Objectives & Parameters under which the Property & Joint Venture Investment Assets will be managed, which is normally reported as an Appendix to the GIP;
    - Review currency exposures on a quarterly basis to ensure compliance with the targets set out in the GIP;
    - Receive and approve in advance any proposal by the investment manager to invest more than 5% of the total value of the Non-Property Investment Assets;
    - Review annually the Tactical Asset Allocation plan required by the GIP;
    - Contribute to the Protector's annual review of Investment Plans;
    - Periodically review the Debt Gearing Strategy and make a recommendation about its approval to the Trustees, taking into account the:
      - the need for interest hedging strategies;
      - the need for phased repayment dates;



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- the avoidance of excessive dependence on particular debt markets or providers;
- appropriate long-term debt sources;
- arrangements to match the long-term planning requirements for operational expenditure.

4.3.5 Receive regular reports on the outcome of Treasury Management activity and advise the Board on Treasury Management;

4.3.6 Make or commission such inquiries, reports or investigations as it considers necessary in respect of any transactions made or proposed by the Trust, or any of its subsidiaries or associates, in relation to the commercial business (including as to the provision of professional or other services concerning the commercial business).

4.4 The Committee shall be responsible for the Trust's relationship with the Protector appointed jointly by the Trust and Defra to provide assurance to the Secretary of State in respect of the strategies and management of the Protected Endowment Portfolio in accordance with the terms of the Grant Agreement. The Committee will take such actions as are necessary on the part of the Trust to enable the Protector to fulfil his duties.

### Annual Review

4.5 The Committee Chair shall ensure that Committee members conduct an annual review of their work and these Terms of Reference, and make any recommendations to the Trust [Board](#).

## 5 MEMBERSHIP

5.1 The Committee shall normally comprise at least 3 Trustees, all of whom shall be appointed by the Board of Trustees. The Chair of the Board of Trustees may attend and may be a member of the Committee.

5.2 The Committee Chair shall be appointed by the Board of Trustees.

[5.3 In accordance with paragraph 10.2.4, the Committee may co-opt external non-Trustees with relevant experience to assist the Committee with its work, provided Trustees remain in the majority on the Committee.](#)

[5.35.4](#) At least one member of the Committee shall have significant, recent and relevant experience of the management of investment portfolios and/or significant commercial business enterprises.

[5.45.5](#) The quorum for meetings shall be set as one plus one third of the number of Committee members (rounded to the nearest number)<sup>1</sup>.

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<sup>1</sup> The quorum for Committees with 5, 6 or 7 members is therefore 3 and the quorum for Committees with



## Appendix I

~~5.55.6~~ The Committee Chair will ensure there will be an induction programme for new Committee members and that training takes place on an ongoing and timely basis to all members.

~~5.6~~ In accordance with paragraph 10.2.4, the Committee may co-opt an external non-Trustee with relevant experience to assist the Committee with its work.

5.7 If a regular member is unable to act due to absence, illness or any other cause, the Chair of the Trustees may appoint another member of the Board of Trustees to serve as an alternate member provided that at any time there is only one alternate member.

## 6 ATTENDANCE

6.1 The Chief Executive, ~~Property Director~~ Chief Investment Officer and Finance ~~and Corporate Services~~ Director may attend meetings at the standing invitation of the Committee, but in accordance with the delegations set out in paragraph 10.2.6 may be asked not to attend.

6.2 The Committee may invite other Trustees, ~~Council members~~, other executive directors, staff or advisers to attend meetings when appropriate in accordance with paragraph 10.2.6.

6.3 The Company Secretary (or his/her nominee) shall act as the Secretary of the Committee.

6.4 In determining whether Committee members are participating in a Committee meeting, it is irrelevant where any Trustee is or how they communicate with each other provided that they communicate with one another simultaneously.

6.5 Professional advisers appointed under paragraph 10.2.5 may also attend meetings.

6.6 Except as outlined above, the meetings of the Committee shall be conducted in accordance with the provisions of the Trust's Articles of Association governing the proceedings of the Board of Directors.

## 7 FREQUENCY OF MEETINGS

7.1 The Committee shall meet not less than 4 times a year and at such other times as it considers necessary.

7.2 The frequency and timing is decided by the Committee Chair. Any member of the Committee, the Chief Executive or the Chair of the Trust Board may ask the Committee Chair to hold a meeting.

7.3 Notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed shall be forwarded to each member of the Committee no less than five ~~working~~ days prior to the meeting.

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3 or 4 members is therefore 2.



## Appendix I

### 8 RECORD OF MEETINGS AND DECISIONS

- 8.1 The Secretary shall minute the proceedings and recommendations of all meetings of the Committee and keep appropriate records. Minutes of the meetings shall be circulated to all Trustees.
- 8.2 If an urgent decision is required between meetings, the Committee Chair may deem it appropriate for such a decision to be ratified by email. Where this is the case, the Secretary shall record this as minutes of the email meeting, ~~an addendum to the minutes of the previous meeting.~~

### 9 REPORTING

- 9.1 The Committee Chair shall report the proceedings of the Committee to the next following meeting of the Board of Trustees.
- 9.2 The Committee's duties and activities during the year shall be disclosed in the annual report of the Trust.

### 10 DELEGATIONS (changed to agree with revised Scheme of Delegation)

- 10.1 The Board of Trustees has formally delegated certain decision to its Board Committees, via its approved Scheme of Delegation.
- 10.2 All Board Committees have the power to:
- 10.2.1 Approve its own agenda (via the Committee Chair);
  - 10.2.2 Investigate any activity within its Terms of Reference;
  - 10.2.3 Seek information from any employee of the Trust;
  - 10.2.4 Co-opt independent members from outside the Trust Board, provided that Trustees remain in a majority on the Committee. Independent members may serve for a maximum period of 3 years, with the ability to be re-appointed for a further period of one term;
  - 10.2.5 Appoint independent professional advisers relevant to its Terms of Reference at the Trust's expense; and,
  - 10.2.6 Require any member of the Executive, or any employee nominated by a member of the Executive to attend their meetings, or ask them to not attend meetings.
- 10.3 In accordance with Article 10 of the Articles of Association the Trustees may delegate the management of investments to an Expert or Experts provided that:
- 10.3.1 the investment policy is set down in writing for the Expert or Experts by the Trustees



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- 10.3.2 timely reports of transactions are provided to the Trustees
  - 10.3.3 the performance of the investments is reviewed regularly with the Trustees
  - 10.3.4 the Trustees are entitled to cancel the delegation arrangement at any time in accordance with the terms of the contract agreed by the Trustees
  - 10.3.5 the investment policy and the delegation arrangements are reviewed regularly
  - 10.3.6 all payments due to the Expert or Experts are on a scale or at a level which is agreed in advance
  - 10.3.7 the Expert or Experts must not do anything outside the powers of the Trustees.
- 10.4 The Board's Scheme of Delegation gives the following powers to the Investment Committee:
- 10.4.1 Make recommendations to the Board for the appointment of investment managers;
  - 10.4.2 Management of the relationship with the Protector jointly appointed by the Trust and Defra under the terms of the Grant Agreement;
  - 10.4.3 Approve investments in and disposals of investment assets with an individual value between £5m and £10m<sup>2</sup>. This includes equity investments in Joint ventures, subsidiaries and all entities controlled by the Trust Group;
  - 10.4.4 Approve property leases, licences and premia with a nominal value of between £5m and £10m<sup>3</sup>;
  - 10.4.5 Make recommendations to the Board on the Investment Strategy and the commercial activities of the Trust; and,
  - 10.4.6 Makes recommendations to the Board in respect of Treasury Management.

Date of approval: ~~April 2018~~, May 2020

<sup>2</sup> This is measured as: Gross purchase price of an investment asset plus-including any capitalised fees and purchase taxes but excluding any recoverable VAT. Gross Selling price of a disposal of an investment asset excluding any recoverable VAT and before deduction of costs of sale. Investments at cost in JV's and Subsidiaries by way of either equity (shares) or debt (loans) or a combination or both where the cumulative cost of investment by the charity exceeds £10m

<sup>3</sup> This is measured on the basis of the Net Present Value of the receipts at a 6% discount rate



**Board Meeting**  
**21<sup>st</sup> May 2020**  
**Information Report**  
**Trust 482**  
**Text in red confidential**

## REVIEW OF TRUST DREDGING PROGRAMME

By Asset Improvement Director

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### 1 PURPOSE

- 1.1 This paper summarises how the Trust manages its dredging programme; it also highlights work underway to help optimise investment in the programme.
- 1.2 In the context of this paper, dredging is defined as the clearance of sediment, vegetation and debris from canals, river navigations, canal feeders and docks to sustain navigation and other recreational use, water transfer, and environmental quality.

### 2 IDENTIFICATION OF DREDGING REQUIREMENTS

- 2.1 The need for dredging on the Trust's network is three-fold:
  - regular, localised dredging (3-year cycle or less), for example, to enable entry to some docks and on river navigations (particularly at lock approaches and the confluences of tributary watercourses);
  - planned works to improve the condition and performance of waterways; and
  - arising work to address impacts such as storm events causing high sediment inflows at stream inflows.
- 2.2 Of the £21m planned investment in the dredging programme for B20 to B22, approximately £6.3m pa is identified for routine localised dredging, and £0.6m pa for arising work. This consumes one third of the available funds.
- 2.3 The need for planned dredging works to improve the condition of on the Trust's network of navigable canals, river navigations and docks is initially assessed through hydrographic surveys (using sonar and physical dipping techniques). A summary of hydrographic survey outputs for the period 2015 to 2019 is provided in the table below.

Year	No. km lengths surveyed
2014/15	198
2015/16	290
2016/17	459
2017/18	706
2018/19	542

- 2.4 In 2016, the Trust acquired new multi-beam hydrographic survey equipment which has enabled the hydrographic survey team to survey lengths which were previously

inaccessible for sonar survey and provides greater resolution of the waterway bed. The new technology coupled with the use of a smaller, more portable survey boat and in-sourcing of data processing has enabled greater hydrographic survey outputs.

- 2.5 For prioritisation of investment, hydrographic survey data is combined with other data including ZX notifications identified through Length Inspections and customer observations and complaints, environmental and physical constraints, and boat usage before each length of navigation is considered for dredging. Dredging priorities are identified within the regions for inclusion into the national programme.

### 3 CONTRACT DELIVERY

- 3.1 Most of the Trust's dredging is delivered through two specialist framework dredging contractors - Land and Water Services (LaWS) and Ebsford Environmental Limited respectively.



#### 3.2 Redacted.

- 3.3 Having two framework dredging contractors will ensure the Trust is not reliant on a single contractor and help safeguard the Trust and the delivery of the dredging programme. The use of two contractors also introduces a competitive element within the dredging programme notwithstanding the fact that LaWS currently undertake the majority of the programme and have the greater capacity. Both LaWS and Ebsford are positioned to support the Trust's growing reactive dredging capability whilst also delivering the dredging programme.
- 3.4 Dredging project development and delivery is overseen by the Framework Contract Manager who reviews scope and target cost prior to issue of Orders to ensure that the price has been optimised and is appropriate for the scope of the works. The projects are managed by a small number of experienced Project Managers.
- 3.5 Project Managers works closely with the dredging contractors from the earliest stages to develop and implement the schemes, bringing together a project team to include local environmental and operational staff to ensure compliance and efficiency.
- 3.6 Throughout the delivery phase, regular progress meetings are held, to monitor implementation and review progress, ensure works are consistent with the requirements in the works information, costs are as expected or savings made and, if necessary, to manage change.

### 4 MANAGEMENT AND DISPOSAL OF ARISING

- 4.1 The physical and chemical characteristics of dredged materials vary according to the location of waterways and influences disposal options and costs. In urban areas it is not unusual for the sediments to be contaminated by historic and current industrial activity, requiring relatively more costly management options, such as treatment and disposal to third party landfills. Uncontaminated sediments in less urban areas are often suitable for more sustainable management options, such as spreading to agricultural land, disposal to bankside land or use in bank protection works (see section below).

- 4.2 On some waterways, dredged material may be deposited at one of the Trust's permitted waste sites which are formally regulated for the transfer or disposal of dredgings. The operation and maintenance of the permitted waste sites is supervised by a 'Technically Competent Manager' within the Trust to assure environmental protection and legal compliance.
- 4.3 The costs of dredging projects are highly variable depending upon the location and access of sites to be dredged, the physical and chemical quality (contamination) of the dredged sediment, and the local availability of disposal options. In urban areas with historic industrial activity, sediments can be heavily contaminated with thereby requiring treatment prior to landfilling and facilities able to treat and dispose are few and far between. Consequently, the dredging programme is managed to ensure that the volume of hazardous material dredged in one year is kept as low as possible so as to maximise the length of canal/river dredged.
- 4.4 A key objective for dredging projects is to maximise available opportunities for dredged materials to be re-used or recycled locally, in a variety of ways, to achieve their cost effective and sustainable disposal as an alternative to off-site disposal or commercial landfilling.
- 4.5 Although dredged material is currently exempt from landfill tax, the cost of haulage and gate fees associated with disposing of it at commercial landfill is considerable – for example, gate fees for non-hazardous dredged sediment are £15 to £35 per tonne and it is not always possible to dispose of the material locally since not all commercial landfills will reliably accept 'wet waste' such as dredged sediments. It is not unusual for the costs of off-site treatment and/or disposal to account for 40-50% of project delivery costs.

## 5 INVESTMENT

- 5.1 A summary of investment in dredging for the last five years is provided the table below (data from Canal & River Trust Annual Reports & Accounts).

Year	£m
2014/15	6.8
2015/16	7.2
2016/17	6.3
2017/18	7.7
2018/19	7.2

- 5.2 A summary of outputs recorded by the principal framework dredging contractor, Land & Water Services for the period 2014 to 2019 is provided in the table below. Figures are reported against the year in which projects were completed).

Year	Total Distance (km)	Total Dredged Qty	
		(m <sup>3</sup> )	(t)
2014/15	72.06	80,463	112,770
2015/16	66.80	111,987	148,472

2016/17	101.53	86,516	120,627
2017/18	133.78	104,615	145,002
2018/19	65.78	107,981	150,911

- 5.3 Based on the above figures, approximately 90km of the network are dredged annually (including those localised areas of waterway maintained regularly) – this represents approximately 3% of the length of navigable waterways. With a navigable network of approximately 2900km, this indicates that current levels of intervention enable a return frequency of approximately once every 33 years. If the sites where dredging is an annual activity are excluded, then only 1-2% of the network is dredged each year, a frequency of once every 50 years.
- 5.4 The management of dredged materials for the period 2014-2018 is summarised in the table below illustrating the volume of materials and disposal routes utilised. (Data recorded and reported by principal dredging contractor, Land & Water Services, 25 February 2019).

	Bankside disposal & recycling	Nearby Agricultural Land	Trust Waste Sites	Comm. landfill	Comm. landfill
Year	(m <sup>3</sup> )	(m <sup>3</sup> )	(m <sup>3</sup> )	(m <sup>3</sup> )	%
2014/15	24,497	11,329	-	44,177	54.90
2015/16	33,268	30,015	3,529	45,176	40.34
2016/17	29,430	39,901	3,999	13,186	15.24
2017/18	40,439	33,448	10,966	19,156	18.31
2018/19	43,383	24,308	35,002	3,834	3.55

## 6 STRATEGIC IMPROVEMENTS

- 6.1 The programme of asset strategies includes the development of strategies for dredging and the Trust's permitted waste sites.
- 6.2 On-going actions to optimise dredging which will feed into the strategies is summarised in the following sections.
- 6.3 **Permitted Waste Sites** - Work is underway to review the benefits of permitted waste sites to the Trust and to optimise their operation and maintenance. Where specific sites offer marginal future benefits for disposal of dredged materials, environmental permits will be surrendered and potential opportunities to re-purpose or dispose of the site will be identified. Options for acquiring other areas of land that are not permitted but are suitable for dredging disposal as an alternative to landfill to provide cost savings on future dredging projects will also be evaluated as part of the project.
- 6.4 **Review of dredging plant and equipment** - The unpredictable impact of storm events on river navigations across the Yorkshire and North East Waterway requires a reactive approach to maintenance. With Land & Water Services, the Trust is looking at the

feasibility of new dredging equipment to provide a flexible, responsive and cost-effective solution to the maintenance requirements across the waterway.

- 6.5 **Hydrographic surveys** - Work is underway to review the current cycle of surveys to produce a risk-based survey plan, reflecting local rates of sedimentation and waterway use.
- 6.6 **Hydrographic information management** - The Trust is exploring how the output from the multi-beam echo sounder may be better interpreted by using 3D models to assess the condition of the network and calculate projected volumes of sediment to be dredged.
- 6.7 **Use of hydrographic survey capabilities for infrastructure assessment** -The acquisition of multi-beam echo-sounding survey equipment has enabled the Trust to undertake inspections of parts of infrastructure assets (such as tunnels, aqueducts, bridges and locks).
- 6.8 **Decision Support Tools** - A 'proof of concept' is underway to examine the use of the common asset modelling methodology developed for infrastructure assets to develop an asset investment model for prioritising investment in dredging based on condition and risk. It is hoped that the model will enable the production of a health score and a health index and allow the condition of navigable channels to be reported in a new asset condition index.
- 6.9 **Costs & estimating** - Dredging is incorporated into the priority projects cost database which is to be used by the Asset Engineering team to provide a basis for the upfront estimates of new projects. The Cost & Estimating Manager is developing a parametric cost estimating tool that will be used to support the front-end cost estimating activities used to support business planning. Dredging is also included within an annual cost intelligence report to provide feedback on the cost performance of projects to the sponsors.

Asset Improvement Director  
May 2020

## MEMORANDUM TO THE BOARD

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### CHIEF EXECUTIVE'S REPORT – MAY 2020

#### 1. INTRODUCTION

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

#### 2. MAIN ISSUES

- 2.1 The past two months have understandably been dominated by the dramatic effect of the Coronavirus and the Govt lockdown as it tries to control the pandemic and save lives. The navigation has been closed but the towpaths have remained open for local daily exercise. The Trust has adapted to the change in how we work, with offices closed, nearly 40% of colleagues on furlough leave, and all volunteering on hold. The recent colleague wellbeing and volunteer surveys indicate that morale remains largely good.
- 2.2 One of the greatest areas of concern is the impact of the lockdown on waterways businesses which rely on footfall and activity on the canals (largely); we continue to lobby Government for specific measures to support these businesses and – with the navigation re-opening – we are now urging for hire boat businesses to be able to resume trading, subject to social distancing measures. Our appeal for waterway charities is headed towards £4000 in public donations which – with the Trust matching this and my personal contribution – will take the fund close to £20k. Sue Wilkinson, as Living Waterways Awards Chair, will head a panel to distribute the funds.
- 2.3 The focus for the Trust now is on our recovery plan as we come slowly out of the lockdown, which is the subject of a separate paper.

#### 3. PERFORMANCE

- 3.1 Appendix 1 sets out the final year end performance against our KPIs for the 2019/20 year. Only those measures that have already been flagged as moving to 'red' status at the March meeting have missed the target, other than the Volunteer hours target which has fallen just short but we are confident that this is entirely due to the disruption in volunteering during March as the effect of the virus increased ahead of the 23 March lockdown, with an estimated 25-30k volunteer hours lost. Although colleague engagement for the year – taking the average of all surveys - missed the target, the pulse survey in March gave a score of 71, the highest in the past five years.
- 3.2 The proposed new KPI targets are set out in the **20/21 Business Plan** paper for approval.

#### 4. EXECUTIVE REPORTS

- 4.1 The Executive's reports feature as Appendices 2, 3, **4**, 5 and **6**.

## APPENDIX 1 : Key Performance Measures and Targets – 2019/20

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Full year actual	Full year target	Prior year actual
			2019/20	2019/20	2018/19
Growing the number & satisfaction of users & visitors	Visitor Volume	№ of users & visitors to our waterways in typical two-week period within specified period	9.2 million <sup>1</sup>	4.3 million	4.1 million users / visitors
	Satisfactn Rating - user & visitor experience	Towpath User Satisfaction	81%	92%	92%
		Boater Satisfaction	67%	73%	61%
Improving our public safety and health & safety of our colleagues	Public Safety	№ of reported incidents due to infrastructure	17	27	28
	Safety of our Colleagues	Combined employee, volunteer/ contractor RIDDOR accident frequency rating	0.22	0.15	0.29
Good overall waterway condition (assets, water, heritage/ environmt)	Asset Health Index	A combination of the new asset condition score (0 to 100) & the consequence of failure (1 to 5) with 0 being excellent	44.2	Establishing the Baseline	New KPI
Being inclusive - Growing the number of local users & BAME participatn	Local Users & BAME Participatn (1km)	% of local people (living within 1km / 10-15 mins walk) using our waterways regularly	43%	32%	30%
		% of local people specifically from local BAME communities using our waterways regularly	31%	Being determined	Being determined

<sup>1</sup> 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			Full year actual	Full year target	Prior year actual
			2019/20	2019/20	2018/19
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	76%	67%	64%
	Feel Safe by Water	Personal safety/security rating of our waterways by local people living within 1km/10-15 mins walk)	81%	Being determined	Being determined
Growing our brand awareness, particularly those living within 1km	Brand Awareness (All & 1km)	% of prompted awareness of the Trust among total population & local people	46% (all) 60% (1km)	45% (all) 54% (1km)	38%(all) 50%(1km)
Building a strong and broad supporter base	Supporter Growth	№ of Supporters (active & passive)	626,992	480,000	423,000 supporters across all channels
		№ of active Friends & other regular individual donors	30,049	35,000	28,580 active Friends
Improving colleague engagement & diversity of those working & volunteer'g for the Trust	Diversity	% of recruitment colleagues from BAME background	4.64%	6.5%	n.a
	Colleague Engagement (Employee/ Volunteers)	Colleague engagement score	66%	68%	65%
		Volunteers	74% <sup>2</sup>	80%	78%
Expanding our volunteer base/impact	Active Volunteers	№ of volunteer hours & № of active volunteers	704,532 3,606 <sup>3</sup>	725,000	671,840
Defra Waterway Targets – improving our waterways/ assets	Towpath Condition	Towpath condition graded C or better	81.24%	≥80.0%	80.8%
	Principal Assets	Principal assets grade C or better	86.98%	≥86.5%	86.8%
	Flood Managemt	Condition of flood management assets graded C or better	99.25%	≥99.0%	99.0%

<sup>2</sup> This is the result of the annual national survey. The December pulse survey showed that this had increased to 75%

<sup>3</sup> 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.



## APPENDIX 2: OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

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### 1. PURPOSE

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

### 1.2 WHAT'S GOING WELL,

- 1.2.1 Over 700,000 volunteering hours recorded prior to the restrictions starting in Mid-March compared to a target of 725,000 hours.
- 1.2.2 Improved evasion rate on licensing from recent national boat check
- 1.2.3 The positive response of the team to the current crisis.

### 1.3 NOT SO WELL

- 1.3.1 Increased fly tipping around the network due to closures of waste sites.
- 1.3.2 Issues with increased conflict from boaters towards towpath users.
- 1.3.3 Emerging severe drought coupled with reservoir drawdown (for inspections and works) affecting the prospect of reopening of L&L Canal and due to Toddbrook being under repair the Peak Forest and Macclesfield canals.

## 2. OPERATIONS

### 2.1 Covid-19 pandemic

- 2.1.1 The Governments relaxation of lockdown restrictions announced on Sunday 10<sup>th</sup> May with further detailed guidance being released shortly after, resulted in navigation being opened for short boating trips from 13<sup>th</sup> May. From 1<sup>st</sup> June we anticipate that navigation will resume in full apart from local restrictions due water shortages (see 2.4) or repairs.

- 2.1.2 Over the lockdown period our business as usual activities have been affected as follows:

- All operations limited to essential activities, e.g. water control, safety related repairs and customer service with a suspension of general activities, maintenance and repairs.
- All colleagues who can work from home are doing so.
- All community engagement, events and education activities on hold.
- All volunteering in the field suspended.
- All community roots projects on hold .
- Approximately 40% colleagues are now on furlough leave in Operations.
- Many enterprise schemes on hold for delivery.
- Significant work on temporary signage and customer communications ongoing.
- Modification of the grass cutting regime for a period in April.

- 2.1.3 The following activities have been specific to leisure customers:

- Restrictions on boat movement to only essential movement up to 13<sup>th</sup> May and removal of the requirement for boats to move every 14 days (ending 23<sup>rd</sup> May).
- All angling and canoeing activity on hold.
- Pausing of the Trust's boat enforcement and associated legal processes.
- Deferred requirement for Boat Safety Scheme Examinations.
- Promotion of the Trusts financial hardship process for those facing resulting hardship.
- One-month free licence extension for leisure boaters.

## 2.2 Operational Issues

- 2.2.1 The collapse of Bridge 37 Hazelhurst in late February affected moorers and boaters isolated on the eastern Caldon, trapped between the extended stoppage and a silted up river section. The bridge had severe undermining of the offside abutment, causing failure of the arch and large cracks in the road surface. It wasn't safe to cross or for boats to pass beneath. A low-level pontoon bridge has been installed to provide pedestrian access for moorers. The bridge itself has been demolished and a potential bridge replacement will be at the earliest in 2021, at significant expense.
- 2.2.2 Wash wall collapse at Foxley, Caldon Canal – a neighbouring landowner was carrying out groundworks and installing new fencing on Trust land without permission, this has caused part of the canal wash wall to collapse into the canal. The canal is currently closed with boats being hand-drawn through the area by prior booking only. The landowner (through his insurance company and legal representatives) has not accepted any liability for the collapse and the matter is now being dealt with by the Trust's legal team, discussions on the proposed repair are ongoing.
- 2.3 There has been a general increase in number of aquatic pollution incidents and fly-tipping. Two major pollution incidents on the Leeds & Liverpool at Arley and on the Lancaster canal (Preston) were successfully dealt with at a cost of £25,000. The EA is no longer responding to local incidents due to the crisis and therefore we have little chance of cost recovery which would come with a successful prosecution.
- 2.3.1 AMCO – MEICA/ SCADA Contract: is currently only undertaking planned preventative maintenance and reactive works at assets identified as being safety critical, around 900 sites of the original plan of c1050. AMCOs' approach has been notably cooperative but they have recently submitted a compensation request for works disruption.
- 2.3.2 Vegetation Management (Fountains): we initially reduced the scope of works by fountains in response to the crisis with suspension of mainline grass cutting and other services. However, we have revised our position given the increased use of towpaths and the move in May to potential reopening to ensure customers can effectively socially distance on our towpaths. Fountains have incurred some disruption as a result of the changed regime and we are reviewing their claim.
- 2.3.3 In terms of third party works we are receiving numerous requests for design/up front input and anticipate an influx of work from Promoters wanting to start on site as soon as the Government restrictions are lifted. There is also an increase in bridge inspections as companies are making the most of the opportunity afforded by low boat movements.
- 2.4 Water Resources
- 2.4.1 Despite February being exceptionally wet (with over 250% of Long-Term Average rainfall), much of March and April has seen very limited rainfall – typically less than 20% of the

long term average. This, combined with several reservoirs already being held down for safety engineering reasons, has meant that some Hydrological Units are already at an increased risk of having insufficient water resources for the main boating season this year. We have introduced a closure from 27<sup>th</sup> April to the Leeds & Liverpool Canal, which has a group reservoir holding of 74% but specific issues on the Burnley pound. We have also closed the Peak Forrest & Macclesfield Canals, in part due to the loss of Toddbrook reservoir as well as persistent issues with Combs Reservoir feeder supply. The Sheffield & Tinsley Canal has issues due to the failure of the cast iron rising main of the Tinsley pumping station, which necessitated temporary pumping from the River Don to recover water levels, via use of the Trusts emergency abstraction powers. These powers, which have only been exercised once previously, are only used in genuine emergency situations.

- 2.4.2 Lockage use in April has fallen across the networks by approximately 90% for this time of year.

### 3. ORGANISATION

- 3.1 At the time of writing 379 colleagues have been furloughed within Operations.
- 3.2 The restrictions have encouraged the strengthening of our communities of practice across directorates and functions. It has also accelerated our reorganising remaining resources to cover 7 day working across key activities and the progression of key project work.
- 3.3 Team morale remains good, with people becoming used to the new ways of working from home for extended periods; and site colleagues managing to achieve the required social distancing, albeit at times requiring interruptions in work.

#### 3.4 Advisory Boards/groups

- 3.4.1 Our Regional Advisory Boards have been maintaining contact and meetings throughout the period of lockdown using video meetings.

- 3.4.2 Following discussions with our Navigation Advisory Group (NAG), the Trusts GIS mowing information can now be viewed on our website in order to promote openness about the approaches we take to mowing on the network and solicit feedback from customers. NAG has agreed to support and review the information at critical locations, potential mooring areas or navigational obstructions which require an alternative mowing specification.



### 4. WALES & SOUTH WEST REGION

- 4.1 A lack of facilities on the River Avon is causing issues whilst in lockdown and increasing the local team's workload, as they are now doing twice-weekly waste collections for boaters at the west end of the waterway.
- 4.2 We have had concerns raised about social distancing and responsible use of the towpath from customers on the western end of the K&A where we have higher numbers of residential boaters and more boat licence holders who require our more active

intervention. We have also had feedback around the volume towpath use on the G&S near Saul Junction and the Mon and Brec near Gilwern.

- 4.3 At Caen Hill on the K&A Canal during the week of 13th April we had a fish kill below Lock 50 most likely due to dissolved oxygen levels. The EA have been informed and oxygen tests are being carried out by us on site. We continue to monitor the situation daily and are moving water through the flight.
- 4.4 A faulty sluice at Sharpness is currently isolated for investigation due to a hydraulic leak that is collecting in the chamber. This has significantly increased the time for the basin to fill, (now 45 minutes). We also have a second faulty sluice at the Port, and failure of either would have a significant impact on Port operations. Progress is hampered by needing to remove the water to repair the leak.
- 4.5 In contrast to many other areas, Sharpness Port (as a farming and building trade import site) has seen no reduction in business during this time, with operations teams working at full business as usual. The Regional and Area Operations Managers are ensuring resilience in the team when furloughing in order to protect the operation at the site.
- 4.6 The G&S canal is allowing booked passage only we have prioritised resources for essential works. We are reviewing the number of boat movements on the canal on a daily basis, boaters are following the Government guidelines on essential travel and at present there are less than 10 movements a day.
- 4.7 A leak has developed in the concrete section of the Monmouthshire & Brecon Canal at Gilwern. Water under the liner is flooding onto adjacent land. We are confident there is no risk to the integrity of the canal, however local residents are concerned as the leak is close to the 2007 breach location. We are communicating to reassure the community.
- 4.8 The Director WSW is in regular communication with chair of Regional Advisory Board and chair of Bwrdd Glandŵr Cymru. Face to face board meetings have been postponed as a result of lockdown restrictions, electronic updates provided by-weekly and the recently appointed Director continues to develop relationships - reaching out individually to members of Bwrdd Glandŵr Cymru.

## 5. LONDON & SOUTH EAST REGION

- 5.1 Fly tipping has become a significant problem that operations are having to respond and react to within the Covid-19 lock down period. In the first half of April alone we have cleared 64m<sup>3</sup> worth of waste. This is a 156% increase in volume compared to the whole of March. The issue is compounded by local council waste sites being closed. Waste has been left strewn across our towpaths and thrown off road bridges to canal. Another important factor to recognise is that we have no volunteers out on the network undertaking litter picks.



- 5.2 The Point of Work Risk Assessment Process Programme, which won the safety award this year, has been extended to the South East MEICA/ SCADA team. It is intended to adopt this nationally but will now wait until after the pandemic is passed.

- 5.3 In April the London weed clearance programme commenced. Clearance of weed pockets as well as turnover clearance has begun. Across London the following has been removed already:

East	65 m <sup>2</sup> of weed	53 m <sup>2</sup> of rubbish.
Central Area	35 m <sup>2</sup> of weed	55 m <sup>2</sup> of rubbish.
West,	234 m <sup>2</sup> of weed	265 m <sup>2</sup> of rubbish.

- 5.4 The photo shows the odd scenario that is known as turnover, every spring as the canal water warms up we have a bloom of rubbish which floats up from the base of the canal in the city. It results from an accumulation of waste and is unsightly, costly to clear and unpredictable on timing. Our H&E manager worked with our Comms manager regarding internal and external communication explaining turnover, and asking colleagues, boaters and others to help avoid environmental impacts and report issues e.g. waste.



- 5.5 An options appraisal for the Regents 200 celebration programme has been completed given the restrictions. The regions plan moving forward will be influenced by the consensus in the community given most of the Regent’s 200 activity was being led by them. Options include a postponement or a celebration month through digital channels.
- 5.6 A pipeline of potentially £100,000+ and several long-term partners have been lined up for stewardship support including British Land, Arc (Network Rail), Wells Fargo, MACE, Osborne Clarke, Avison Young and Barratt. The partnership arrangements include long term adoptions, proposals and financial contracts. One of the major proposals being developed is with Avison Young who have submitted our proposal for executive approval. Worth £50,000 with activity planned to take place in October 2020. Bank of America Merrill Lynch have committed to corporate support by funding a one-off clean-up day with staff from their offices in London, Bromley, Camberley & Chester. This will result in 3 clean up events in L&SE at a value of £1,000 per event. We have also submitted a proposal to Barratt Homes to sponsor the Hayes Canal Festival, worth up to £40,000 per year for multiple years.

- 5.7 Over 300 signs were put up across the region in 2 days ahead of the Easter weekend advising the public to minimise use of our towpaths after multiple complaints were received about social distancing not being adhered to and moored boats feeling overwhelmed with the level of towpath usage.



- 5.8 Work is almost complete for the Oxford Canal towpath. This will improve 2.3km of towpath into the heart of Oxford City Centre. As a result of this positive partnership the Trust is now exploring an extension to the route with Oxfordshire CC and Oxford University to upgrade two further sections. Ultimately this will provide approximately 7

km of infrastructure for sustainable transport, making the towpath a key route into Oxford.

## 6. WEST MIDLANDS REGION

6.1 We have faced conflict issues of between boaters and other users including; complaints from the residents near Earlswood Lakes (reservoir) about walkers and cyclists and boaters near Lapworth have taken a vigilante approach by barricading the towpath to stop people passing. These blockades were swiftly removed.

6.2 Eastside Projects, Birmingham - Phase 2 (site plan below) of the towpath side and offside development has commenced, with 2 further crane platforms to be installed. Technical and legal issues with the promoter being able to provide adequate indemnities to protect the rail tunnel are being discussed. Trust Estates and legal have responded to the Notices served and attempting to agree a way forward. (Works on hold due to Covid 19).



6.3 The Commonwealth Games will begin their festival programme in March 2022 and are expecting to welcome 1.5 million visitors to the region over two weeks of sporting and 1.5



billion to tune in on television. The Trust is now in direct contact with the DCMS who have shown interest in our work and we agreed to establish regular communications. We also held a productive introductory meeting with the Games Cultural programme team who are now starting to be appointed to posts. We both shared our visions and there were certainly similarities in approach and a willingness for us to involved in their programme development.

*Netballer Ama Agbeze, leads a warmup outside the Birmingham 2022 HQ L-R Ian Lane - Head of Operational Projects,*



*James Walsh – Head of Legacy & Engagement for Birmingham 2022 Commonwealth Games Organising Committee,*

*Prof. Gatrad – Founder of WASUP*

6.4 Our conversations with Sport Birmingham continue, especially around the Physical Activity & Wellbeing stream of the Commonwealth Games structure, which Sport Birmingham lead on. We are currently looking at creating a route between the Alexander stadium and Birmingham City University as part of the Games legacy plan. We held site visits to review the infrastructure to help us develop plans and ideas as to what this will look like and what investment is needed.

6.5 Coventry City of Culture 2021: we are in regular contact with the both The City of Culture Company and Coventry City Council to assess the likely impact of delays due to COVID-19. The Trust's own programme should still be on track, once we start the towpath

and access improvement to the 5.5-mile Coventry Canal, expected to commence in May 2020.

6.6 We participated in an excellent weekend supporting the Annual BCN & IWA Big clean up event, on the Walsall Canal. The event helped us fill 4 large skips and ensure that both the navigation and the towpath was cleared.

6.7 Lee Bates is a Team Leader for the Trust and a member of the West Midlands 4x4 Response - a voluntary organisation setup to ensure critical medical staff could get to their place of work in adverse weather conditions. In the last month, West Midlands 4x4 Response have covered over 30,000 miles and given over 3,000 hours of our time supporting Ambulance Service. This excellent work was recently covered on regional TV including a great mention of the Trust.

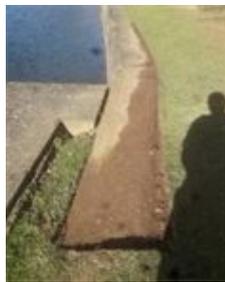


## 7. EAST MIDLANDS REGION

7.1 Maintenance work at the region's eleven reservoirs has been prioritised and has included works to Sulby weir crest and Denton headwall.



*Denton Headwall works*



*Sulby Weir Works*



7.2 Last year 93 individual events/activities were run by the Trust across the East Midlands, with 71 led by the regional team.

7.3 The East Midlands exceeded the annual volunteer hours target for the year, with 129,677 hours given by directly-managed volunteers and partner groups. The region is now supported by 75 partner groups with new groups including Birstall Litter Pickers in Leicester who completed their first volunteering sessions in March before lockdown.

7.4 The Foxtan Locks winter works festival (a series of open weekends in Feb/March) was the main focus for the East Midlands. As well as inviting visitors down into one of the drained locks, the winter works festival included guided walks, arts and craft activities, Let's Fish, photography workshops and a Lego Big Build on the final weekend. Over 3,000 visitors attended. The Foxtan Locks open weekends and associated activities were particularly well supported by regional volunteers, with 32 Foxtan Locks volunteers supported by another 11 volunteers from the East Midlands. In total, the volunteers recorded 836 hours.

7.5 So far over 300 extra signs have been placed around the network to provide guidance around limiting usage of towpaths and provide some reassurance to moored boaters in the area.

7.6 Beat the Street Projects;

- 7.6.1 Blaby District Council Partnership - This project ran for approximately half the intended time due to the Coronavirus restrictions. An evaluation report is currently being compiled.
- 7.6.2 Leicester City Council - The project launch date has been revised from April to late September due to project staff at Intelligent Health being furloughed. The location of all Beat Boxes along the waterway through Leicester have been agreed. An MOU has been signed with Leicester City Council.
- 7.7 Community adoptions are developing, most notably with the works planned for the Wolsey Island residential area. Initial discussions started but this work will now not happen until Autumn 2020. Another potential adoption has been identified at Belgrave Lock to try and get on top of the litter in the new housing estate, with another further up at the sea cadets unit. This will be progressed later in the year.
- 7.8 The Regional Director and PERM had a very positive meeting with the CEO of Leicester & Leicestershire LEP and were asked to provide information to feed into the local industrial strategy. We also have the opportunity to put forward our Foxton Locks development project to the LLEP board for future open calls.
- 7.9 Signage audits have been completed in Leicester, a brand activation zone, and looked at where old and damaged signage needs removing or replacing and where we need operational and instructional signage. 29 miles have been audited by Leicester volunteers from Knights Bridge to Kings Lock in the South patch and Kings Lock to Kegworth flood Lock in the Central area. 120 volunteer hours have been recorded with 1048 sign locations audited across the East Midlands:

## 8. NORTH WEST REGION

- 8.1 During April, reservoir inspections have been increased to a minimum of 3 per week in line with national guidance and will continue through the current Coronavirus crisis.

- 8.2 Unauthorised works to Combs feeder, Whaley Bridge - A resident at a neighbouring static caravan site has proceeded with the installation of gabions in the Combs feeder channel, claiming that the feeder has eroded the land and caused subsidence to her property. The works are partially blocking the feeder which will impact on flow capacity. The feeder is essential for supplies to the Peak Forest canal, especially with the Toddbrook reservoir being out of action pending repair. The Trust's legal advisors are involved and we are seeking an urgent resolution to ensure the feed is maintained.



- 8.3 The current pandemic has halted all volunteering activity. However, before it stopped, in partnership with a local canal society and the local council, we planned and delivered an extremely successful canal clean up in Ashton Under Lyne. This area is popular for visitors, but due to accessibility issues, has become a trap for litter and debris. We provided a workboat and crew and led a big clean up. We had an excellent



volunteer turn out and key partners such as the Police turned up to help out. A really successful day all round which we hope to continue once things return to normal.

- 8.4 Fly tipping is not a new problem to this region. However, the current crisis has exacerbated the volume. The local team respond to incidents as they are reported.



- 8.5 Before the lockdown, the Lancaster Canal team visited Moorside Primary School to engage and judge the young adult's Aqueduct competitions. The lead curriculum tutor had been teaching these bright young potential future engineers about history, materials and the skills it takes to build all the aqueducts around our network. We spent a morning presenting a short brief of Stainton and the Lune Aqueduct showcasing videos and works progression photos.

- 8.6 With the normal Easter Boat Gathering not being possible this year, several artists were contacted and asked to prepare activities and performances to share online. Performances over the Easter weekend included folk music with Phil Underwood from his boat together with well-known family entertainer David Gibb. Folk Dance Remix were due to be a new addition to the Easter programme and instead, one member held a dance workshop from her boat in London. National colleagues are now using some of this content online and in e-mail communications. With the current restrictions it was good to be able to still present a proportion of the event online and bring boaters and local people together virtually.

## 9. YORKSHIRE & NORTH EAST REGION

- 9.1 Reports of pollution on the Sheffield and Tinsley Canal at Meadowhall, were investigated by our Heritage and Environment Team following contact by a member of the public who had filmed the incident and posted it on social media. The Environment Agency were informed and the contractor 'A-one+' has contacted the Trust admitting the discharge. We have notified them that this was contrary to our Code of Conduct and are therefore imposing a £3,500 penalty. We await their response. EA investigations are on-going.
- 9.2 On 24<sup>th</sup> March, Tinsley Pumping station discharge main suffered a complete failure adjacent to Lock 7/8 near Sheffield Working with the region, Kier, supported by AMCO, undertook emergency works with an initial budget of £150k. The works have been challenging due to minimal information on pipe location, size and other services located nearby. The failure was found after 5 days of excavation trials at over 5 metres deep. The damage to the pump main is a 5m longitudinal crack in the base of the pipe. Indications are that this crack has been present for some time. Repairs have required attendance by MEICA team engineer throughout lockdown to ensure success.
- 9.3 The major storm damage previously reported on the Rochdale Canal and the Calder & Hebble Navigation has effectively locked in some key business boating customers like Shire Cruisers at Sowerby Bridge and Calder Valley Marine at Shepley Bridge / Dewsbury. Significant liaison between customers and engineering project managers to attempt a solution for hire boats to reach the Leeds & Liverpool via Huddersfield Narrow Canal as an option, has taken place. Works to recover the damaged areas are delayed by the current crisis.

- 9.3.1 In Y&NE, construction work has been postponed on the Craven Towpath- Gargrave to Kildwick, and Rochdale Phase 2, and all February storm damage works are currently suspended.
- 9.4 Our second volunteer forum of the year was held at Standedge on the 12<sup>th</sup> March.
- 9.5 Design is underway for a Trust branded leaflet (five versions of a destination leaflet) along the Airedale rail line in West Yorkshire as part of the Northern Rail project.
- 9.6 Two new sites have been submitted for Green Flag awards; Tees Barrage Park and the Selby Canal.
- 9.7 We hosted a visit to the Tees Barrage for Alex Cunningham MP that was very well received. He was particularly interested in our work with volunteers and how other groups could get involved. All other planned MP visits have been postponed due to Covid-19.
- 9.8 We have continued to attend the 100 Towns Fund Board meetings in Rotherham and Doncaster via Skype following Covid-19 lock down, although the focus of these board meetings may now change. it is unclear how the response to the virus will affect the Towns Fund more widely.
- 9.9 The Gorse Trust / RowUK have a proposal to establish a rowing centre at Lemonroyd Lock on the Aire & Calder navigation. The premises off our property with access and pontoons on our property. Some trials have already taken place.



## 10. CUSTOMER SERVICE SUPPORT

- 10.1 Boating & Mooring
- 10.1.1 There have been regular updates and bulletins to customers including additional specific boaters updates and the development of up-to-date guidance and FAQs (reviewed daily) communicating the Trust's response to the crisis.
- 10.1.2 On 17<sup>th</sup> March, we wrote out to 5,000 customers whose age was established as being over 70. Emails were also sent to all those boaters currently with an approved or pending adjustment. This message gave links to government information regarding Covid-19, especially for the elderly and vulnerable, and the boater pages on the Canal & River Trust website.
- 10.1.3 On 24<sup>th</sup> March we advised all customers of the lifting of the requirement to move every 14 days.
- 10.1.4 In order to help boaters without a home mooring access the essential services, around 6500 continuous cruisers were emailed on 30<sup>th</sup> March to ascertain which services they deemed essential. Over 160 providers were contacted and the list uploaded on our website, showing opening times and facilities of those providers who continued to operate. This is updated regularly.
- 10.1.5 Income risks have been included in the forecast these include, reduced craft license income due to extended licenses: reduced business boating licenses income, already agreed one quarter fee reduction, potentially more; reduced Angling income from lack of access to fisheries and our network.

- 10.1.6 The Boaters' Update is, during the crisis, publishing on a weekly cycle (normally fortnightly) to keep pace with evolving external issues with content reflecting latest changes and reinforcing key messages.
- 10.1.7 In the last financial year, we sent out over 840,000 emails across 32 editions (usually 24 per annum). Open rates for 'routine' editions are around 40%. The average open rate for coronavirus mailings is 52.8%
- 10.1.8 Approximately one third of leisure licence holders were identified to receive our annual boater survey. Initial analysis shows that overall satisfaction remains at 60%, down 1% on 2019, with 22% dissatisfied, the same as last year. However, propensity to recommend has risen 4% from 2019s figure to 62%. The overall impression of the Trust has also improved slightly, rising to 50%, as opposed to 47% in 2019.

## 10.2 Redacted.

### 10.2.1 Redacted.

## 10.3 Boat Licensing Customer Support

- 10.3.1 Customer Contact - Open Contact (OC) have operated a reduced service since the government restrictions came into force on 24<sup>th</sup> March. Their initial reversion to Mon-Fri 9am-5pm has been enhanced with operation now Mon-Fri 8am-6pm and 9am-5pm cover for bank holidays. Out of hours emergency contact is via West Midlands Ambulance Service and the Trust are providing successful weekend call cover until OC can return to normal cover.

## 10.4 Cases

Region	Licence Evasion	CC monitoring	Approved Overstay	Equalities Adjustments
East Midlands	62 (-14)	70 (+34)	34 (+5)	27 (-3)
London & SE	284 (-17)	516 (-29)	161 (+50)	184 (+15)
North West	140 (+2)	57 (+30)	28 (+10)	37 (+2)
Wales & SW	106 (+7)	82 (+31)	138 (+48)	114 (+5)
West Midlands	128 (+9)	92 (+8)	81 (+32)	34 (--7)
Yorkshire & NE	73 (-29)	8 (-8)	26 (+6)	8 (0)
Total	793 (-42)	825 (+66)	468 (+151)	404 (+16)

## 10.5 Redacted.

- 10.6 National Boat Count has been completed. The final compliance rate is 96.2%. This will be the 10th consecutive year of sub-5% evasion and is the 4th highest compliance rate over that period, only 0.4% behind the highest. Considering the full regionalisation of the BLCS teams, the limiting affect that adverse weather has had on enforcement progress over the last quarter of the year and, finally the Covid-19 restrictions preventing the final month's removals and contact with boaters that may have resolved issues, the result is an excellent one.

## 11. VOLUNTEERING

- 11.1 Recorded volunteering activity to the end of the financial year in 2019/20 is as follows:

Active Volunteers	B19 Full Year Target	Actual March
Total	725,000	704,532

No of individuals who volunteer for the Trust	3,604
Overall number of Partner Groups	447

- 11.2 The end of year volunteer hours total is a significant achievement and has been affected by the onset of the pandemic. March 2020 saw 25k hours recorded compared to 56k in 2019.
- 11.3 Continued Engagement with Trust Volunteers - Through the weekly news we are promoting ways for volunteers to continue their volunteering from home, focusing on training and using more resources on the website including the Volunteering Facebook group, an online talks programme on Zoom, led by Trust employees and managers. These are in part education for the volunteers and part inspirations for other ways to volunteer and training recorded online in April has seen 45 volunteers undertaking 199 training courses in My Volunteering. We will continue to guide volunteers towards this.

#### 11.4 Let's Fish

- 11.5 Let's Fish programme put on hold. Funding from PPL, Nenescape and Angling Trust still likely to be available to pick up the programme as soon as circumstances permit.
- 11.6 Total number of Let's Fish events for the 2019/20 financial year was 344 with total number of attendees (including repeat participants) of 8542.

## 12. BRAND, SUPPORTERS & INFLUENCE

### 12.1 Social Media

- 12.1.1 The initial tone from the boating community tone was critical of the Trust for not shutting towpaths. This continued throughout Easter as warm weather prevailed. While correspondents' tone remains mostly adversarial, the topics are now being dominated by the latest licence extensions and leisure boaters wanting to return to check on their boats.
- 12.1.2 Volumes of online social media enquiries peaked at the start of the nationwide coronavirus lockdown. At its peak we saw over 350% uplift in comments from our baseline. We have now begun proactively posting on our social media channels. These posts are performing well above our usual activity, as we see an increase in demand for virtual content as people remain at home.
- 12.1.3 We are seeing peaks in online activity coinciding with good weather and busier towpaths. These variations have plateaued over the last couple of weeks - although still considerably higher than we would normally expect for this time of year.
- 12.1.4 The Trust's nuanced message of 'limit your use' appears to increasingly well received by the wider audience, although a small minority of boaters are still rallying against it.



## APPENDIX 3: ASSET IMPROVEMENT REPORT

Simon Bamford, Asset Improvement Director.

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### 1. PURPOSE

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

### 2. Positives and Challenges

- 2.1 Positive progression
  - 2.1.1 Even though much of Direct Services' work is suspended there remains some positive action. The workboat capital programme is continuing with contractor's keen to carry on under the stricter Government guidelines around social distancing.
  - 2.1.2 Good progress is being made with the reservoir works required post Toddbrook and with governance and monitoring processes.
  - 2.1.3 With completion of several significant projects, the condition of 4 high risk embankments has been improved thereby reducing risk and the long-standing narrowing at Hurleston Lock has been resolved.
  - 2.1.4 There were no significant safety issues in the last two months of the year.
- 2.2 Challenges
  - 2.2.1 The biggest challenge facing the Directorate is operating under the constraints of the Coronavirus pandemic and the impact on the health and well-being of the team and the delivery programmes.
  - 2.2.2 All direct labour construction and lock gate manufacturing work has been suspended and contractor delivery reduced with a phased plan to return to work starting in July, and the works programmes for the year have been re-prioritised based on this assumption with the obvious reduction in outputs.

### 3. Asset Management

- 3.1 Recent Asset Failures
  - 3.1.1 Bridge failure on the Caldon Canal. Bridge 37 just downstream of the Hazlehurst Lock Flight, failed following dewatering of the adjacent lock, and the installation of a portadam in the bridge hole. An investigation was carried out which included lessons learnt. The bridge has now been demolished and a temporary walkway has been installed across the canal to provide access for residential moorings.



- 3.1.2 Major leak on the Leeds and Liverpool Canal. Arley Aqueduct had a major leak which resulted in an emergency call out where the canal was closed and dewatered. The problem stemmed from the interface between the aqueduct span and the abutment seating. The void has been grouted and the bed clayed which has significantly reduced the leaks; the aqueduct is being inspected monthly. The need for further planned permanent works is being assessed.



- 3.1.3 Badger activity on the Macclesfield Canal. Badger activity at Mount Drive Embankment, at Marple, resulted in an emergency closure and dewatering of around 200m of the canal. After several weeks of monitoring, the Ecology team concluded that the set was abandoned. Work to grout up the setts was undertaken to allow the canal to be reopened. Further assessment, will be necessary to complete works by regrading and netting the embankment.
- 3.1.4 Major leak on the Upper Peak Forest Canal. Culvert 24 is at Whaley Bridge and is on a 23-mile pound of the Peak Forest and Macclesfield Canals. The area of leakage was identified by dye testing and clay was installed in the canal bed to reduce the flow. Further grouting was undertaken and this has finally stopped the leak.



3.2 Redacted.

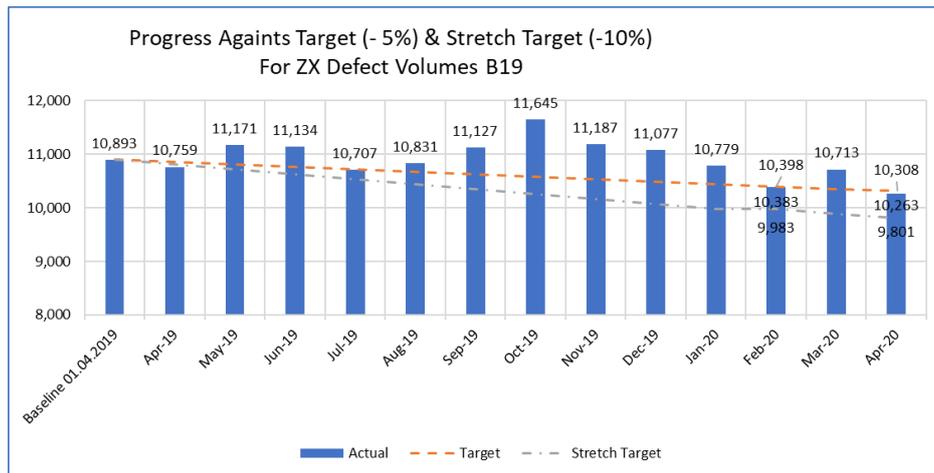
3.3 Impact of Investment Programme

3.4 Outputs in terms of Asset Grade improvements and Defects repaired are currently being reviewed and verified and will be reported in the July Board report

3.5 Asset Defects

3.5.1 The number of asset defects have again reduced this year by 5%. The reduction is shown in the graph below. Defects are recorded through our SAP notification process. They have been reduced through delivering a number of improvements through Priority Projects, Priority Works and reactive teams in the Customer Operations regional teams.

3.5.2 A similar target of 5% and stretch of 10% will be set for B20.



3.6 Asset Management

3.6.1 Planning is underway to scope out in more detail the works required to achieve the desired shift in risk for our high-risk infrastructure assets. This follows the initial planning and presentations to the Audit and Risk Committee and the Board in March, and the subsequent approval to proceed with more detailed scoping.

3.6.2 Redacted.

3.6.3 Redacted.

3.6.4 Redacted.

3.6.5 The asset management team continue to finalise the strategy and approach to support the grant re-negotiation. The scale and detail of work required is yet to be fully determined. The team continue to assume a justified 20-year asset investment plan will be required, however, the impact of Covid-19 in delivering the plan is yet to be understood.

3.6.6 Most recruitment is on hold due to the impact of Covid-19. However, we are progressing a number of key positions e.g. Reservoir Data Analyst and Embankment Asset Inspector. The impact of Covid-19 is yet unknown in terms of recruitment and retention of engineers, which has continued to be a challenge, with market conditions remaining very attractive to engineers, especially with projects like HS2.

### 3.7 Innovation

3.7.1 New steel gates: following the fitting of the new steel gates on the K&A in January 2020, further sites have been identified to continue the trial as part of our B20 programme. They include top and bottom gates at Dukes Lock on the South Oxford, top and bottom gates at Dudswell Lock on the Grand Union and the bottom gate at Ell Meadow on the Leeds and Liverpool.

3.7.2 The further use of drones for difficult access inspections is being considered e.g. for the upcoming PI at Lune Aqueduct on the Lancaster Canal.

3.7.3 Recently an internal/external survey of the chimney at National Waterways Museum Ellesmere Port has been undertaken utilising a drone.

## 4. Redacted

## 5. Priority Projects

### 5.1 Overview

5.1.1 The Priority Projects programme over the last two months has been severely impacted by the Covid-19 pandemic. In response to the announcement of the Government 'lockdown' on 23rd March the Trust took the decision to stop all but safety critical work.

5.1.2 As a result, as of 2nd April, 21 sites were suspended, 27 projects due to start on site were put on hold whilst 14 sites were identified as 'safety critical' and allowed to continue. The safety critical sites were predominantly reservoir works – Toddbrook and various reservoir emergency works – and work to high risk assets – Lune Embankment, River Crane Aqueduct and the CCTV culvert inspection programme. A further 12 safety critical works due to start in April and May were

identified as being required to go ahead as planned; again, predominantly reservoir works but also the works to Saturday Bridge failing retaining wall in central Birmingham.

- 5.1.3 Despite the restrictions, we were still able to complete 26 B19 projects more or less as planned by early April. This includes a number of significant stoppage works such as Calverley Embankment relining on the Leeds & Liverpool canal, White Lea Clough Culvert Emergency on the Rochdale canal following the flooding, Wanlass Culvert 197 and the Calder & Hebble Flood Response Dredging
- 5.1.4 In addition, whilst works were halted at both Hurlston Lock 4 rebuild and the Palmerston Street Embankment relining in Macclesfield, works at both had progressed to such a point that we were able to reopen the navigation at each before they were suspended.
- 5.1.5 Halting all but safety critical works provided the opportunity to reflect, allowing us to assess ongoing information about the continuing development of the Coronavirus pandemic and the impact to our programme of works. Considering the latest Government guidelines, we undertook a review of the programme of works to determine which schemes would be appropriate to re-start. On the 9th April approval was given to restart a number of schemes including the R Severn Fish passes and Castleford Weir with a further 16 construction and dredging schemes approved for restart/start on 24<sup>th</sup> April.

## 5.2 Programme and Finance Overview

### 5.2.1 Redacted.

5.2.2 The Priority Projects 3-year programme position at the end of B19 is summarised below:

Project Type	Plan Target (No)	Completed	%
Fixed Work Programme	71	66	93
Carryover projects		13	
Variable Work Programme	23	17	74
Arising Projects excl Toddbrook	0	27	
Dredging	31	31	100
<b>Total (Planned works)</b>	125	114	91
<b>All Projects Delivered</b>		154	123%

5.2.3 Unfortunately, as a result of the impact of Covid-19 at year end a number of projects were stopped or activity on site restricted, which together with the impact of 27 arising projects resulted in delivery of 86% of the planned programme. However, 2019/20 was the first year

of operation of the Fixed and Variable elements of the work programme with projects being deferred from the variable element to accommodate arising schemes.

- 5.2.4 We are currently in the process of building a revised B20 plan to reflect the increased B19 project carry-over, additional works required at a number of reservoirs and the impact of Covid-19 pandemic on the agreed B20 plan. Given the impact of Covid-19 on our programme we are forecasting to spend c£3m less on Priority Projects in B20 compared to original plan.

### 5.3 Palmerston Street Embankment, Bollington - Clarence Mill

- 5.3.1 Relining works were completed to plan to allow the canal to be rewatered to plan on 13th March. Unfortunately, as a result of COVID-19 the works on site were temporarily stopped but following risk assessment and amended methods the project restarted in early May and is expected to be complete by late May.



### 5.4 Hurlleston Lock 4 Rebuild, Llangollen Canal

- 5.4.1 Works on the £1.2m rebuild of the lock wall at Hurlleston Lock 4 on the Llangollen Canal were completed to plan allowing the lock to be rewatered as planned on 13th March. As with Palmerston Street Embankment, as a result of COVID-19 the works on site were temporarily stopped but following risk assessment and amended methods the project restarted in early May and is expected to be complete by late May.



### 5.5 Lune Embankment, Lancaster

- 5.5.1 These works were assessed as safety critical and continued through the national lockdown. The towpath adjacent to working area has been closed to ensure safety of staff and public. Local hotel accommodation has been closed and operatives were having to drive to and from site each day. This slowed productivity but the canal was re-opened on 4th May with completion mid-May.



## 5.6 River Crane Aqueduct

- 5.6.1 On 13th March the site team uncovered large voiding behind the failed brick façade. Following inspection, the works were suspended, due to structural stability concerns, and the design reviewed considering the newly found defects. Trial holes, a GPR survey and boreholes were carried out and a revised design prepared. Work has now resumed, and installation of extensive temporary works is underway to make the aqueduct safe whilst the repairs are undertaken.

## 6. Priority Works

### 6.1 B19 Priority Works Programme

- 6.1.1 Coronavirus had a significant impact on the works programme for March. With construction works suspended there were 68 planned works affected by the crisis – these were either suspended, re-phased or carried over into the B20 programme.
- 6.1.2 In total the construction teams completed 641 packages of work including 94 reactive or arising works. The original business plan programme had a target of 664 works packages to be completed during 2019/20 meaning Direct Services have completed 97% of the programme by volume.
- 6.1.3 At the end of the financial year Direct Services were £3k overplan against the budget for the B19 plan.
- 6.1.4 The winter stoppage season ended mid-March and there were two planned stoppages still on site: Drinkwater Bridge on the Oxford Canal and Hazelhurst Lock on the Caldon Canal – both of which were suspended pending recommencement of construction works.

6.1.5 The implementation of a stable programme (fixed and variable elements) and the introduction of reactive teams in the Regions are having a beneficial impact on programme change. During the financial year, there were a total of 94 arising or emergency works that impacted the programme. In 2018/19 financial year, the total number was 152 – a 40% reduction by volume.

6.1.6 The challenge with this year's construction programme was to deliver the programme with an efficiency saving of £1.4m. The teams achieved a total efficiency saving of £2.4m for the year – £1.4m from programme savings and £1m from contractual savings. The latter made up of:

- £800k of savings on previous contract rates for security, scaffolding and small tools contracts; and
- £240k of one off savings from a 25% reduction in transport rates, tool and plant hire suspensions over Christmas and following the Coronavirus outbreak.

## 6.2 Work Examples



New pier head at Wheelock, Trent & Mersey Canal





Stourport Stoppage locks 3 and 4, Staffs & Worcester Canal



Wall Repairs and Grouting works, Llangattock Bridge 114 to 115 Mon & Brec Canal



Bridge 231 Wall Repairs, Oxford Canal



Ladder Repairs at Foxton Stoppages, Grand Union Canal Leicester Line



Completed capital refurbishment works to Goway

### 6.3 Grantham Canal Heritage Initiative



6.3.1 Work was suspended on the Project in March due to the Coronavirus crisis but in February good progress was made by the volunteer team on site in the past few months with almost 650 volunteer hours being recorded on the project. Works have included:

- Re-building of the By-Wash is near completion (photo left)
- The top and bottom cill timbers have been removed ready for the new ones to be installed (photo right)

## 7. Unlocking The Severn

### 7.1 Overview

7.1.1 Because of the February floods, river levels remained too high to recommence works at Diglis and Bevere in early March. Works at Lincomb were also marginally affected.

7.1.2 Due to the coronavirus outbreak, all works on the project were suspended on 25th March but following a review of the projects and approval to restart, the 3 suspended projects at Diglis, Bevere and Lincomb restarted at the beginning of May and Holt on 18<sup>th</sup> May.

7.1.3 Both NLHF and Life have been very supportive of our actions regarding the COVID 19 situation. They have given us full flexibility on programme and reviewing and reducing/rephasing activity plan KPIs.



Start of excavation at Diglis and of Piling at Lincomb

### 7.2 Activity Plan / Interpretation / Communications – Work stream

- 7.2.1 Due to the nature of the work of the activity team and the impact of the national coronavirus lockdown, the team were furloughed on the 7th April.
- 7.2.2 Education
- 7.2.2.1 Unfortunately, due to the coronavirus, most of the series of planned school visits and STEM activities were cancelled during March. This equated to over 70 events cancelled.
- 7.2.2.2 While we've been unable to do much face-to-face educational outreach, some great project online educational resources have been produced by our Education Officer. These can be found at: <https://www.unlockingthesevern.co.uk/get-involved/fun-and-learning/>
- 7.2.3 Events
- 7.2.3.1 Most events we had been working towards have been either postponed or cancelled. Depending on the longer-term impact of Covid-19, we are still looking to hold a Diglis Island open day on the 29th August to tie in with the Worcester Festival and Inland Waterways Association water festival on the canal that is taking place on the same weekend
- 7.2.3.2 Unfortunately, our on-site citizen science monitoring in 2020 will not be able to take place. However, video files are now live on the Unlocking the Severn website to enable and encourage people to volunteer as online citizen scientists and help us with shad counting from the 2019 run: <https://www.unlockingthesevern.co.uk/how-to-count-shad/>
- 7.2.4 Communications
- 7.2.4.1 Members of the team were interviewed as part of a Radio 4 Open Country episode which was aired in early April. This was very well received and generated a lot of interest in the project and website visits. The episode is available online - <https://www.bbc.co.uk/programmes/b006qgft/episodes/player>
- 7.2.5 The project had an article in the Times - <https://www.thetimes.co.uk/article/fish-bypasses-to-help-royal-favourites-swim-back-to-life-7k87rrs07>
- 7.2.6 Monitoring
- 7.2.7 With the Country in lockdown from March 23rd because of the Coronavirus pandemic, what should be the lead up to our busiest shad monitoring period is rapidly becoming a case of what can be salvaged. With the lockdown extended to 6th May 2020 it now seems unlikely that any shad tagging will be undertaken this year.



Board Meeting  
21 May 2020  
Information Report  
**Red text is confidential**

## **APPENDIX 5: STRATEGY, ENGAGEMENT & IMPACT REPORT**

Heather Clarke, Strategy, Engagement & Impact Director

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### **1. Introduction**

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 March 2020.

The report is divided into two parts:

1. Impact of COVID-19 on current and planned activities, under three phases:
  - Our response to lockdown and social distancing restrictions
  - Re-opening and recovery planning work
  - Strategic and business planning linked to positioning the Trust, building resilience as well as optimising new opportunities
2. Update on other key developments and activities linked to: Our user to supporter priorities; charitable income generation; health, wellbeing and social action; heritage, environment and water; and planning and design matters.

## **PART 1: IMPACT OF COVID-19 ON PERFORMANCE & ACTIVITIES**

### **2. Lockdown Effect on KPI Performance & 2021/22 Grant Review**

#### **2.1. Increase in Local Use of Our Towpaths & Brand Awareness within 1km**

Our towpath sensor data has tracked a clear shift in the pattern of towpath use during the lockdown, with a significant increase in the percentage of local use and a material decrease in the percentage of use in our city centre locations (commercial areas) and at our high profile destination sites.

Local brand awareness (within 1km) was recorded at 63% in April and 65% in March, an increase from 55% in February and 58% in January.

Further details are included within the separate board report on lockdown effect on towpath use and brand awareness.

#### **2.2. Modest Supporter Growth in April**

Our results show that we have increased our supporter numbers from 422,990 to 626,992 during 2019/20, with 204,002 new supporters (exceeding 2019/20 target by 13,657) and an annual audience increase of 48%.

During April we acquired 4,334 new supporters across our channels. Redacted.

### 2.3. Friends - Impact on New Acquisitions & Attrition Rates

At the end of the financial year, the overall active Friends figure stood at 30,049. Redacted.

There has been no face-to-face towpath fundraising activity this year so far. Current thinking within the fundraising sector is that it is unlikely there will any activity this calendar year and there will be a slow recovery during 2021. We are monitoring the effectiveness of face visors being used by face to face fundraisers in other countries where lockdown has been lifted to see whether they provide the public with confidence to stop and engage under social distancing conditions. Redacted.

At the end of April, the overall active Friends figure stood at 29,519. We have seen an increase in direct debit cancellations in March and April compared to the figures for the previous year. Other charities have experienced a similar spike in cancellations. We are carefully managing supporter care and implementing a reactivation plan.

### 2.4. Impact upon Charitable Income

Many trusts and foundations are currently closed to new applicants due to the coronavirus, so eleven of our applications that were due this period have been put on hold. National Lottery Heritage & Community (NLHF) Funds have been diverted to emergency purposes, supporting smaller charities under threat. Redacted.

### 2.5. Impact on Visits to Our Website & Social Media Activity

During 2019/20 our website received 5.3 million visits, from 3.85 million unique visitors, representing 17% growth on the previous year. Redacted.

Redacted.

### 2.6. Redacted

## 3. Phase 1: Response & Mitigation Work

The following section outlines our main focus and activities in response to the lockdown and the social distancing restrictions.

### 3.1. Crisis Management Team (Communications) – Key Actions & Outcomes

To ensure that there has been a co-ordinated approach to reach all our different external and internal audiences and consistent messaging across all our communication channels and engagement networks during these unprecedented times, a virtual team was created comprising representatives from: PR; social media; website and marketing; customer services; internal comms; volunteering; and public affairs.

Redacted.

### 3.2. Adapting Our Message in Response to Government Announcements & Public Behaviour

For the initial phase of lockdown, we crafted the simple overarching message - **Limit your use of canal towpaths #ProtectTheNHS #StayHomeSafeLives** - to run across all our communications, which is reviewed on a regular basis in line with new government announcements. We produced regular statements on our website, email updates to our customers and supporters, responsive FAQs, social media posts and dispatched over 800 signs in hotspot areas.

Redacted.

Facebook Post



Temporary Signs



As we move into the next stage, following government guidance issued on 10<sup>th</sup> May, our communications will start gradually move from the 'Limit' message to one of 'enjoying our waterways, but following socially distancing guidance'.

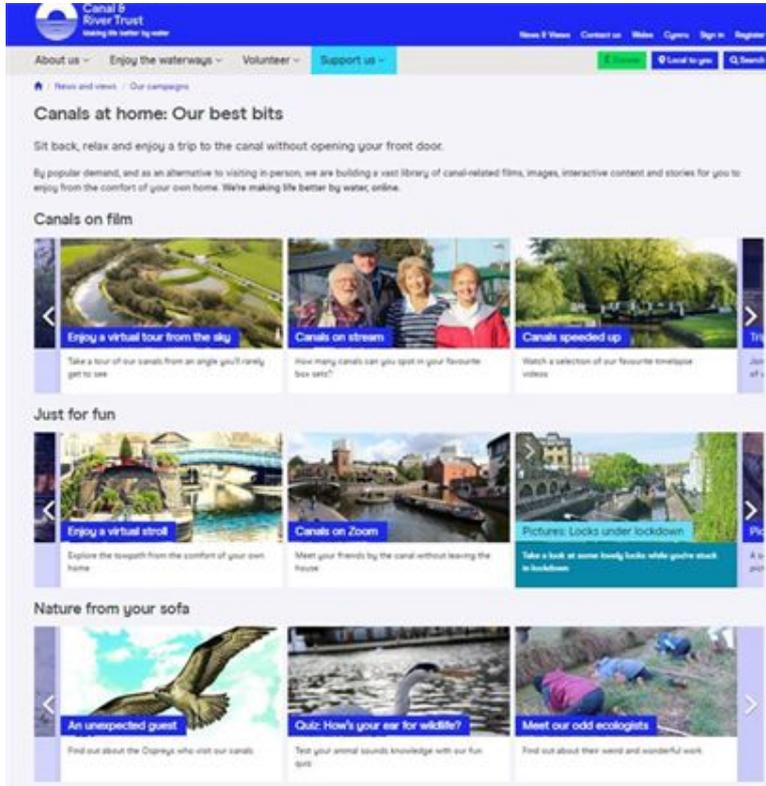
We will be providing new signage, based on the template opposite, and will update our website accordingly.



### 3.3. Proactive Communications: Creating a Virtual Hub

As a further response to lockdown measures, we created a Netflix-style virtual 'canals at home' hub featuring immersive experiences, videos, features and quizzes including 360-degree trips along our waterways, virtual walks, 1-min escape films.

At the end of April our content had: reached over 1.2 million people on social media; received over 265,000 video views; and 38,000 visitors to our hub. We are continuing to update our content (using three themes: wellbeing; user-generated content; and virtual visits) and to promote this more widely using a mix of social sharing, PR and digital media.



### 3.4. Media Relations

A programme of media relations has run alongside and in support of the Trust's operational and promotional activities. This includes a number of regional BBC TV and radio interviews.

### 3.5. Digital Learning: Learning from Home

We have developed and launched a digital learning platform called Learning from Home, building on the existing Explorers programme. In March we reached over 72,000 people with nearly 6,000 engagements. In April Learning from Home had Twitter: 145,000 impressions and Facebook: 93,000 reach with 7,730 engagements.



### 3.6. Redacted

### 3.7. Redacted.

### 3.8. Fundraising Activities

Redacted.

#### Waterways Appeal Launch

As part of #GivingTuesdayNow (on 5 May 2020), we launched the Waterway Charities Appeal to support small charities which provide community support and participation along our network. We announced on 12<sup>th</sup> May 2020 that we will match donations received by the appeal – up to a total of £50,000.

Sue Wilkinson has kindly agreed to chair a small panel comprising other Living Waterways Award independent judges to allocate small grants from the fundraising appeal.

### 3.9. Surveys – Boaters & Volunteers' Sentiments

We invited our volunteers to complete a survey, of which 30% responded. Redacted.

We conducted an online survey with boaters with home moorings on their future plans started on 7<sup>th</sup> May 2020. Redacted. The survey results have provided us with valuable insight on where and what they will need from us when navigation is permitted.

### 3.10. Face to Face Attitudinal Surveys Programme

Towpath and destination survey work is being deferred until 2021/22. Redacted.

### 3.11. Statutory Consultee Function

There was an initial decline in the number of third-party planning application consultation received due to the introduction of lockdown, however, April has seen a return to normal levels.

### 3.12. Our Colleagues

We have furloughed 29% of colleagues within the Directorate; put a freeze on recruitment of 11 posts; redeployed some colleagues to deal with the upsurge in social media traffic and help develop new virtual content; and terminated contracts with a number of agency staff and freelancers.

Redacted.

## 4. Phase 2: Re-Opening & Recovery Planning

### 4.1. Working with DEFRA Covid-19 Environmental Impacts Cell on Re-Starting

Influencing the Government's recovery strategy and the formulation of DEFRA guidance on COVID related matters through COVID Restart Stakeholder Group meetings and Outdoor Recreation and Access Stakeholder meetings.

### 4.2. Redacted

## 5. Phase 3: Positioning, Rebuilding & Resilience

### 5.1. BP20 Review

We have reviewed BP20 to take account of the new economic context, and societal drivers and shifts in public sentiment - in particular the anticipated sharp recession, operating in a world of social distancing and possibility of a second lockdown event.

The BP20 review is covered in a separate board report.

### 5.2. Redacted

## PART 2: OTHER KEY DEVELOPMENTS & ACTIVITIES

## 6. Our User to Supporter Priorities

### 6.1. Diversification of Regular Individual Giving Product Portfolio

#### **New Lower-Entry Level Regular Giving Propositions**

Two of our three new lower-entry level regular giving propositions: 'A Place for us All' and 'Local Action against Global Pollution' will be roll out from early June across our website and on digital channels, with a view to test variations, implement any changes and obtain a thousand new regular supporters this year.

#### **Revamped & Relunched Online Cash Donation Product**

We are launching a revamped existing product in July, where people can give a one-off cash donation to a place, leave their story and make a dedication on our website. This will serve as a lead-generation prospecting tool for regular giving, as well as an online in-memory option.

#### **New Website Pop-Up Call-To-Action (Guardian Model)**

We have worked with our behavioural science agency, Cowry, to develop our contextualised call-to-action boxes on the website to promote more explicit fundraising requests based on nudge-theory principles. We will launch this in June to support the two new propositions.

### 6.2. Growing Brand Awareness

We have developed a modern illustration style as part of our brand identity guidelines. Examples for the Plastics Challenge are below:



### Brand Activation

A further 30 Trust vehicles have been rebranded, bringing the annual total to 100. The Little Venice office and Appley Welcome Station have also been rebranded.

We submitted a planning application to increase our branding at Liverpool Dock in mid-April. We are focussing our efforts with the Regions on high profile signage in the brand activation zones and wider roll-out of operational signage across the network.

### 6.3. Building a Mass Movement linked to wider societal challenges

**Redacted**

#### Plastics Challenge 2020 Campaign

We are adapting this campaign to focus on individuals and families using a downloadable freestyle pack, rather than attending an event, once restrictions are lifted. Messaging will focus on 'staying local' and 'helping your communities thrive' by 'Getting Active to Fight Plastic'.

### 6.4. People, Insight, Systems & Processes

#### Integrated CRM System

The contract for the integrated CRM system has now been signed and implementation meetings commenced on 29<sup>th</sup> April with teams from across the Trust.

## 7. Charitable Income Generation (excluding regular individual giving)

**7.1. Redacted**

### 7.2. Corporate Giving

A highly experienced corporate engagement consultant started with us in April to accelerate our income generation from corporate giving nationally and within the regions. Currently tasked with an audit of existing relationships, to develop new products, research new prospects, deliver training to the regional corporate and business partners and help to shape due diligence processes.

### 7.3. Trusts & Foundations

We have submitted two proposals for our STEM programme. **Redacted.**

### 7.4. Major Donors

Major Donor Fundraising role being covered by internal secondment, with the person being supported by a specialist consultant to provide professional development and intensive coaching. Recruitment from within an organisation for this specific role has been successfully adopted by other charities.

**Redacted.**

### 7.5. Statutory & EU Funding

#### National Lottery Heritage & Community (NLHF) Funds

There is a pipeline of existing and planned bids across the regions (e.g. Stoke Bruerne (c. £250K) and Tinsley Pump House (c.£380K)) but activity is now on hold as funders have diverted funding for emergency purposes.

#### Arts Council Funding for Super Slow Way Project Phase 3 (2021-24)

We have secured a further £500K from the Arts Council for phase 3 of the Super Slow Way project. This will be supplemented by additional contributions of £120K from local authority partners Pendle, Hyndburn, Blackburn and Burnley.

#### EU Programmes

The Horizon 2020 Blue Cities research project bid to explore the Health and Wellbeing benefits of Urban Waterways (focusing on Birmingham) has been submitted. The value of our element of the bid will be c.£100K.

### 7.6. Filming Income

In 2019/20 we had 251 applications, generating £237k of commercial income, exceeding the £180k target.

## 8. Health, Wellbeing & Social Action

### 8.1. **Redacted**

### 8.2. Youth Engagement & Social Action

Our work is currently focusing around engaging our existing groups of young people virtually and developing funding propositions such as the World at Work Programme. **Redacted.**

Ongoing development work includes: the creation of the Social Action e-learning programme with Sports Leaders; the Fellowship project being piloted in September; young leaders creating content for the website as part of the PPL Youth Plastics Challenge.

## 9. Redacted

## 10. Planning & Design Matters

### 10.1. Statutory Consultee Performance 2019/20

We responded to 2,502 planning application consultations in England and Wales during 2019/20, which equated to **97% compliance** (response within 21 days or agreed extension, exceeding the Government target) in England, and 94% in Wales.

### 10.2. High Speed Two

The Department for Transport have now given “notice to proceed” to the main contractors who are to design and construct the main elements of Phase 1 of the railway. The new HS2 Curzon Street station in Birmingham, has been given planning permission by Birmingham City Council.

### 10.3. Planning Applications

During 2019/20, the National Planning Delivery Team prepared and submitted 62 planning and related applications and secured 45 planning and related permissions with decisions pending on the others – sustaining the track record of the team in securing over 99% of consents.

We have submitted a detailed planning application for a 66-unit residential scheme at Store Street, Manchester. A planning decision is due in August.



Redacted.

### 10.4. Redacted

May 2020



## **Covid-19 Waterways Charity Appeal Fund Allocation Panel – Terms of Reference**

### **1. Purpose.**

The Purpose of the Panel is to allocate the funds generated through the Appeal that was launched on 5 May 2020 by the Canal & River Trust (the “Trust”) for small waterways charities that have lost income as a result of the coronavirus pandemic.

These Terms of Reference have been approved by the Board of the Trust.

### **2. Membership.**

The Panel will have between 3 and 5 members at any one time, drawn from the current membership of the Living Waterways Awards panel.

The Chair of the Panel is a Trustee of the Trust, Sue Wilkinson.

Panel membership will last until the Fund has been fully allocated unless a member steps down before that time.

Membership of the Panel will be voluntary and unsalaried although reasonable travelling expenses will be paid.

Any Panel member with a conflict of interest shall not take place in any discussion regarding possible grant to the relevant potential recipient.

### **3. Management of Meetings and Business of the Panel**

Meetings of the Panel will be convened by the Chair, on an ad-hoc basis.

The Trust’s management will appoint a person to act as administrator of the Panel, taking notes of the Panel decisions and notifying recipients of grants of the decisions to award grants from the Fund.

Decisions on the allocation of grants will be taken on a majority basis, with the Chair having the casting vote.

Grants shall be awarded subject to a legally binding grant agreement between the Trust and the grant recipient, which shall specify terms such as the use and restricted nature of the grant

### **4. Criteria for Grant Award**

The Panel shall have full discretion over the awards of grant from the Fund, save that every recipient shall be:

- A registered charity based in England and Wales, having at least part of its charitable objects connected with inland waterways



- Willing to agree to restrict the use of any grant to towards charitable objects
- Able to demonstrate a loss of income or a restriction on its ability to deliver its charitable objects resulting from the coronavirus pandemic

## 5. Monitoring

The Panel will take steps to monitor the use of the grant and verify that the grant is used for the purposes that have been agreed and will require, as part of the grant agreement a final written report (signed by 2 of the charity trustees, including the chair) showing how the funds have been spent and evaluating the difference that the fund has made.

Updated in **May 2020**