



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 16 July 2020 at 8:30am – 11am via Zoom

Present:

Allan Leighton, Chair
Dame Jenny Abramsky, Deputy Chair - until minute 20/056
Nigel Annett CBE
Ben Gordon
Janet Hogben
Sir Chris Kelly
Jennie Price CBE
Tim Reeve - until minute 20/056
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
Tom Deards, Head of Legal & Governance Services and Company Secretary
Gemma Towns, Corporate Governance Manager (minute-taker)

20/046 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.

20/047 DECLARATION OF INTERESTS

The Board noted the Register of Interests set out in the report (**Trust 486**).

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

20/048 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the Board of Trustees meeting held on 21 May 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.

20/049 HEALTH & SAFETY REPORT (TRUST 487)

JS presented her report (**Trust 487**) which provided the Board with a review of Health and Safety for the period May and June 2020.

The following aspects of the report were highlighted and discussed:

- Reporting was beginning to return to normal levels, post lockdown. Incidents relating to social distancing had been reported in Log Incident;
- There had been no RIDDOR incidents reported since March 2020;
- One incident relating to maritime safety had occurred at Sharpness Dock. Whilst there had been substantial damage caused to the operational breakwater, navigation had not ceased;
- An incident had occurred (#4529 and #4566) on the Trent & Mersey Canal when a member of the public had reported that a tree branch had fallen and left them unconscious. JS advised that a risk assessment for trees had been put in place some years earlier and the section in question had been inspected in 2019. An additional post-incident tree survey had identified work that was required for a number of trees in that stretch. The Board asked if the timescale for this work could be established. JS agreed to identify the timescale;
- Four fatalities had been reported, with one of those fatalities sadly being a suspected suicide at the Pontcysyllte Aqueduct. The Board asked after the timescale for delivery of the parapet modification. JS confirmed implementation was expected in winter 2021;
- A verdict of misadventure had been recorded by the Coroner in relation to incident #3692 where a young man had died after trying and failing to jump over lock 18 on the Ashton Canal. The Trust had provided the coroner with a report on maintenance and the approach to public safety.

JS

The Board received the Health and Safety Report.

20/050 UPDATE ON 2019/20 ANNUAL REPORT AND ACCOUNTS (TRUST 488)

SD's report (**Trust 488**) was taken as read and the contents duly noted. The Board confirmed its support of the timetable for approval of the year-end accounts and approved the Reserves Policy, subject to minor amendments.

20/051 UPDATING OUR STRATEGY & STRATEGIC PROGRAMMES (TRUST 489) & COVID-19: 'RE-IMAGINING' PROGRAMME (TRUST 491)

The Chair requested these agenda items were taken together.

HC delivered a **presentation** on the Trust's strategy and strategic programmes which summarised the contents of her paper (**Trust 489**). RP provided an overview of his paper (**Trust 491**).

The Board discussed and noted the papers.

20/052 LONG-TERM FINANCIAL MODEL (TRUST 490)

SD presented his paper (**Trust 490**) and delivered a **presentation** summarising the model.

The Board noted the paper.

20/053 MATTERS FOR APPROVAL

The Board considered and approved the matters presented to them (**Trust 492, Trust 493 and Trust 494**).

20/054 GOVERNANCE REPORT (TRUST 495)

TD gave a brief overview of his Governance Report (**Trust 495**).

TD drew the Board's attention to the regulatory alert the Trust had received from the Charity Commission in relation to the Commission's investigation into the RNIB. TD confirmed that in response to the alert, the Trust would review its safeguarding arrangements and report the findings to the October Audit & Risk Committee meeting and the November Trust Board meeting. Sue Wilkinson, the Safeguarding Trustee, would be included in this review.

TD outlined the proposed arrangements for the September Council meeting and a November/December 2020 AGM, once the annual report and accounts had been approved.

The Board reviewed the terms of reference for the Infrastructure Committee and whilst indicating their support for the Committee, requested that consideration was given to oversight of risk management, to ensure the Committee was not duplicating the responsibilities of the Audit & Risk Committee. TD agreed to review the terms of reference.

TD

The Board:

- a) Approved the terms of reference for the Infrastructure Committee;
- b) Approved the appointment of Nigel Annett to the Infrastructure Committee and delegated authority to the Chair and NA to appoint other Trustees to the Committee;
- c) Approved the Audit & Risk Committee terms of reference;
- d) Noted the Charity Commission Regulatory Update and plans to return a safeguarding review to future meetings;
- e) Noted the Council and wider governance stakeholder induction events;
- f) Approved the agenda for the September 2020 Council meeting, recommended amendments to the Articles of Association to enable remote Council meetings and noted the arrangements for the September and November/December Council meetings;
- g) Noted the calendar of meetings for 2021; and
- h) Approved the appointment of Gemma Bacon for three years to the East Midlands Regional Advisory Board and the re-appointment of Jenny Ballinger for a further year to the London & South East Regional Advisory Board.

20/055 FORWARD PLAN (TRUST 496)

The Board received the Forward Plan (**Trust 496**).

20/056 CHIEF EXECUTIVE'S REPORT (TRUST 497)

The Chief Executive's Report (**Trust 497 and Appendices 1, 2, 3, 4, 5, 6, 7 and 8**) was taken as read and the Chair invited the Executive Team to summarise any key issues from their paper.

- Appendix 2, Operations: JS confirmed that operations were beginning to re-start with staff returning from furlough leave.

The Board received the report and appendices.

20/057 FINANCE DIRECTOR'S REPORT (TRUST 498)

The Finance Director's Report (**Trust 498**) was taken as read. The Chair noted much of the discussions had already been held in relation to the long-term financial model paper.

The Board received the Finance Director's report.

20/058 MINUTES FROM COMMITTEES

The Board noted the **minutes** of Audit & Risk Committee meeting held on 03 July 2020.

20/059 ANY OTHER BUSINESS

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: 24 September 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 May and June 2020 unless stated otherwise. The report covers Visitors, Colleagues, Volunteers and Contractors.

2 SAFETY STATISTICS – MAY AND JUNE 2020

- 2.1 The Trust's overall rolling 12-month RIDDOR accident frequency rate (AFR) at the end of June 2020 is 0.16, compared to 0.18 at the end of April.
- 2.2 We had no Riddor reportable incidents in the period, see section 5.0 for details. There was one significant maritime issue at Sharpness docks which has been reported to the Marine Accident Investigation Bureau (see 5.1.2)
- 2.3 The target AFR for B20 is 0.15; the B19 outturn AFR was 0.22.

TRUST People*	AFR	Target B20	
Colleagues	0.14		
Volunteers	0.27		
Contractors	0.16		
Trust Overall	0.16	0.15	

RIDDOR INCIDENTS (YTD)	May 2020	June 2020	Current B20 YTD	Prior year B19 YTD
Colleagues	0	0	0	3
Volunteers	0	0	0	0
Contractors	0	0	0	0
Totals	0	0	0	3

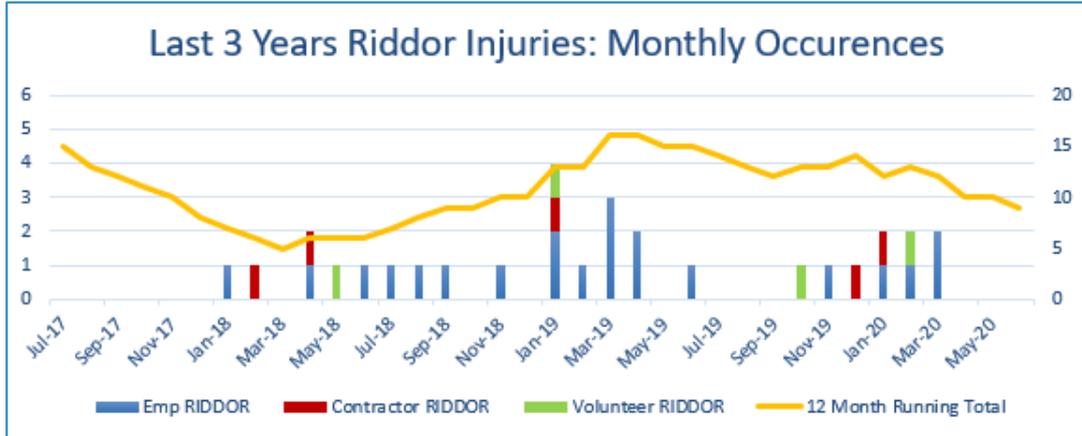
Fatalities	May 2020	June 2020	Current B20 YTD	Prior year B19 YTD
Canal	2	1	4	6
River	0	0	0	1
Dock Marina or Towpath	0	1	2	0
Totals	2	2	6	7

3 COVID-19 RESPONSE

- 3.1 Following the government's announcements relating to the relaxation of lockdown we worked in consultation with colleagues through unions, safety committees and others to develop a set of safety principles and protocols defining the Trust's approach to safely returning employees and volunteers to the working environment. We have also defined the measures that we will put in place for the public spaces that we manage. These were first published within the Trust and to the public on our website on 3rd June, they are being regularly updated as guidance changes.
- 3.2 For all work locations site risk assessments are required to ensure we are Covid-19 secure, once complete a certification can be displayed. To date 150 of these have been completed, as more locations are reopened further assessments are being undertaken. Managers are also reviewing tasks to ensure adequate risk assessment is in place.
- 3.3 All colleagues and volunteers are required to attend a tool box before continuing or commencing work. This is being delivered virtually using the Zoom meeting software. To date over 1200 people have been trained. Attendance is being recorded.
- 3.4 All colleagues are required to undertake a dynamic risk assessment prior to undertaking each task. The output is recorded using an app specially designed for this and has had a wide take up. Over 2100 assessments have been completed to date. This uses the ArcGIS system for mapping and action recording.
- 3.5 In line with revised government guidance, and the requirement for use of public transport, the Trust has procured and provided face coverings for all colleagues/volunteers who have asked for them.
- 3.6 Before restarting navigation, safety checks were undertaken across our network to ensure the serviceability of our moving assets. All locks, moving bridges and other assets requiring a customer interaction were checked due to their duration of inoperation.
- 3.7 The service facilities have been inspected and new Covid signs erected. The cleaning regimes have been reviewed and enhanced in line with use. Checks are also undertaken by our contractor and our own teams will be inspecting on a weekly basis. For assurance, this will be recorded through a QR code App that has been developed for the purpose.
- 3.8 In reviewing the open spaces there is a focus on towpaths. We are reviewing pinch points and have some criteria to make assessments on the need for additional signs.
- 3.9 Updated training for working at home and display screen assessment was issued to all colleagues on 26th June. Around 1100 colleagues are working at home and this is set to continue, the assessment will support colleagues identifying any equipment required to support their working.
- 3.10 Guidance has been issued for line managers relating to the re-induction of furloughed colleagues, including dealing with their safety training – the protocols, and expectations. There is also information to help managers dealing with colleague welfare concerns.

4 REDACTED

5 DETAILED REPORTING STATISTICS



5.1 COLLEAGUES, VOLUNTEERS and CONTRACTORS

5.1.1 There have been no RIDDORs (12 B19 full year) during May and June.

5.1.2 There was 1 incident to note relating to maritime safety; MAIB. (16/06/2020) – SAP ZQ #16426172 Wales & South West. The following was reported to the MAIB. On arrival at Sharpness, the Lady Adele was attempting to enter the bellmouth and made contact with the south pier becoming stuck between the two piers in the process and causing substantial damage to the operational breakwater. The vessels master was unfamiliar with the port, investigation ongoing. Early finding is that this is operator error.

5.2 INFRASTRUCTURE RELATED INJURIES

There were 6 Member of Public infrastructure related Injuries in the two-month period. We recorded 17 in the year 2019/20.

Infrastructure Related Injuries to the Public	May 2020	June 2020	2020/21 YTD	2019/2020 YTD
Numbers of Reported	6	0	7	5

- 5.2.1 Redacted.
- 5.2.2 Redacted.
- 5.2.3 Redacted.
- 5.2.4 Redacted.
- 5.2.5 Redacted.
- 5.2.6 Redacted.

6 SAFETY REPORTS

6.1 FATALITIES

- 6.1.1 During May and June there have been 4 fatalities to members of the public reported that relate to the waterways. In all cases we have registered interest with the relevant coroner.

Safety Report	May 2020	June 2020	2020/21 YTD	2019/2020 YTD
Fatalities	2	2	6	7

- 6.1.2 LogIncident #4501 (15/05/2020) Y&NE (Rochdale Canal) – see 6.2.1 below
- 6.1.3 LogIncident #4580 (28/05/2020) EM (Erewash Canal) Body found in canal, no further information available.
- 6.1.4 LogIncident #4733 (23/06/2020) NW (Ashton Canal) Body found in the canal, no further information available.
- 6.1.5 LogIncident #4796 (29/06/2020) WM (Llangollen Canal) Male committed suicide jumping from the towpath side of the Pontcysyllte Aqueduct. Police report CCTV imagery showing the person climbing the railing.
- 6.1.5.1 Given this recent incident the Trustees may be interested in progress of the project for parapet modification. The COO updated the coroner in March on project progress. A heritage impact assessment has recently been completed and options have also been presented to the project team by our consultants. The review of options with Cadw, ICOMOS and the WHS group will now be undertaken in July.

6.2 CORONER REPORTS

- 6.2.1 YNE: LogIncident #4501 (15/05/2020) (Rochdale Canal) – Following the death of the 50yr old female at Fallingroyd Tunnel HM Coroner has requested information about the maintenance of towpaths, or any safety measures in place on this stretch of the canal.
- 6.2.2 NW: Logincident #3692 (22/01/2020) (Ashton Canal, Lock18) – the inquest into the death of Declan McNally who died after trying and failing to jump over the lock was held on 23rd June. A verdict of misadventure was recorded. In the lead up we provided a report on maintenance and approach to public safety for the coroner.
- 6.2.3 NW: Logincident #3493 (04/01/2020): (Leeds and Liverpool Canal). We have been investigating circumstances relating to the death of an individual at Yorkshire St Aqueduct, Burnley where the deceased's body was recovered from the canal. Although the coroner initially sought information from the Trust, they have now confirmed no information is needed as the site is the responsibility of Lancashire County Council. We are reviewing our approach to monitoring of defects on 3rd party assets following this.

6.3 OTHER NOTABLE INCIDENTS

- 6.3.1 WSW: LogIncident #4553 (24/05/2020) (Stratford Canal, Br 20) Member of the public reports that her son hit a piece of metal in the towpath and fell from their bike, the child was unharmed. On investigation a piece of metal of unknown origin was found and removed.

- 6.3.2 WM: LogIncident #4624 (03/06/2020) (Trent & Mersey Canal, Harecastle Tunnel) – 3 youths with a canoe entered Harecastle Tunnel after it was closed and locked, and were rescued by Fire and Rescue Service. Investigation continues. It is understood that they gained access by passing a barrier, climbing over a rescue boat with their canoe and dinghy. Design completed to enhance security of the entrance will be installed shortly.

7 SAFETY IMPROVEMENT ACTION PROGRESS

- 7.1 Audit scope for Visitor Risk Assessment agreed, the audit will take place from October 2020.
- 7.2 Weir Visitor Risk Assessments (VRA). Training undertaken in all regions relating to assessments to be done. All region's will review their weirs > 20m length (267 no.) identifying high priority sites for their first assessments. Work is underway across all regions. Programmes are being finalised for all works but site work has commenced in all regions for their high priority sites. There are a further 600+ weirs of <20m length across the network. Regions have been asked to identify any that they consider high risk to include in this programme.
- 7.3 Safety Culture work. During the lock down our work with the consultants Tribe has been stalled. We have just recently met with them to start to explore how the training materials already produced can be used in the current Covid-19 environment. We aim to restart work with the colleague steering group for this programme in the next month.
- 7.4 Lone Working. Adequacy of lone working controls was questioned in last year's culture survey. A number of methods are being used across the Trust including buddying and use of free Apps such as WhatsApp. The existing automated system CRYSIS is no longer well used and is outdated. A trial of an App based system is underway and a tender has been prepared for a future provider.

8 REPORTING STATISTICS

- 8.1 Overview of reporting statistics

Safety Report	May/June 2020	2020/21 YTD	2019/20 YTD
Positive Intervention Reports	85	96	132
Near Miss Reports	165	253	212
Loss, Injury or Death Reports	110	148	254
Anti-Social Behaviour Reports	0	0	16
TOTALS	360	497	614
More details can be found in Appendix A			

- 8.2 An analysis of data relating to COVID-19 is given in Appendix B. We have reviewed 110 COVID-19 related safety reports on LogIncident during May and June (114 during March and April).
- 8.3 During May and June, we recorded 360 Safety Reports, 165 (46%) were Near Miss Reports.
- 8.4 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.
- 8.5 We have noted a return in volume of Safety Reports in LogIncident as a result of return to more normal activity.

Appendix A - H&S Report

SAFETY REPORTS SUMMARY FOR May - June 2020

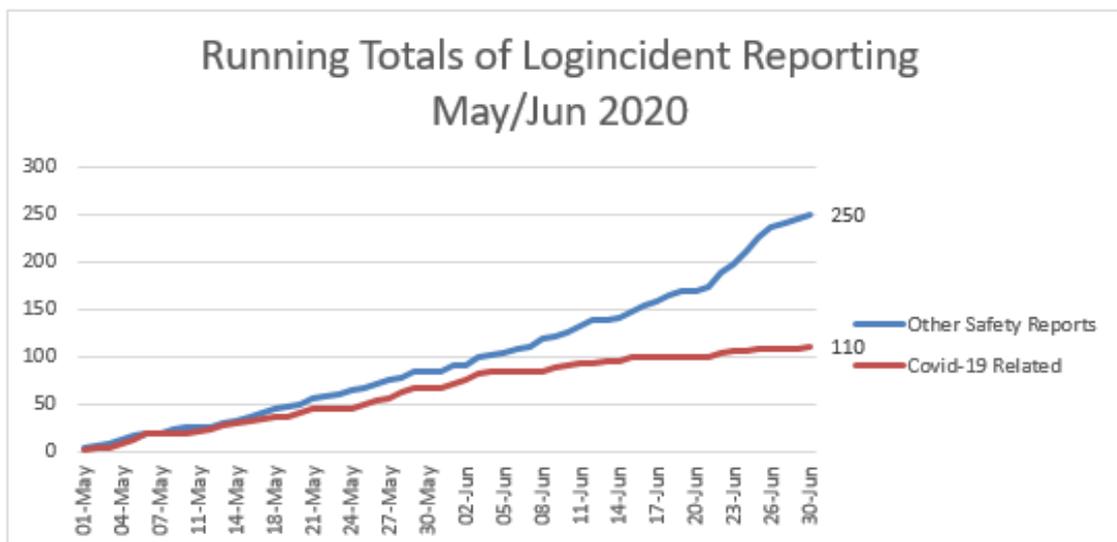
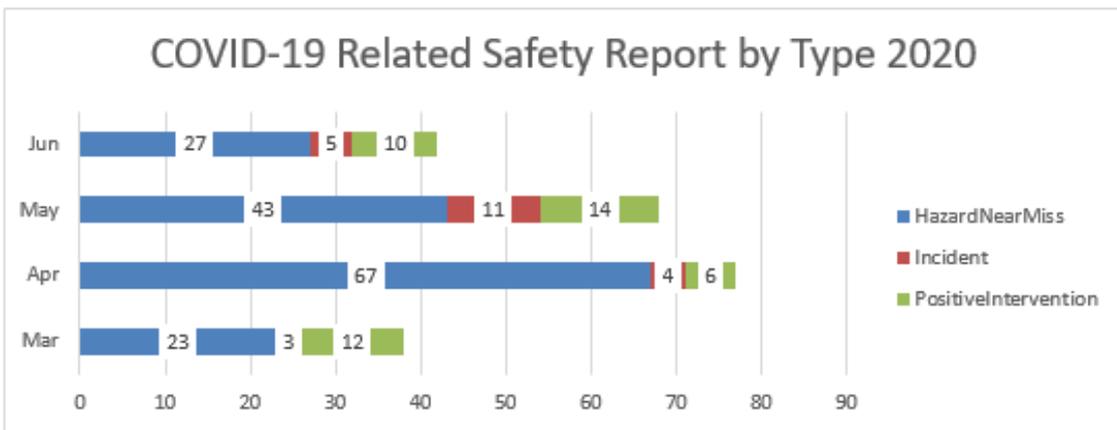
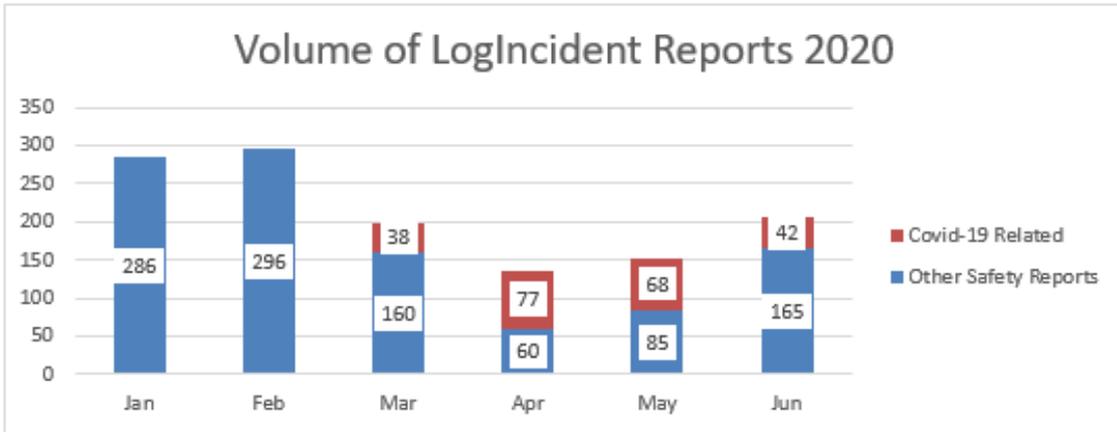
What Happened	HazardNearMiss	Incident	Grand Total
Exposure to harmful substance	39 (23.6%)	4 (3.6%)	43 (15.6%)
Structural or equipment failure	17 (10.3%)	6 (5.5%)	23 (8.4%)
Accidental damage property/asset/equipment	16 (9.7%)	7 (6.4%)	23 (8.4%)
Slipped, tripped or fell on same level	10 (6.1%)	11 (10.0%)	21 (7.6%)
Threatening/aggressive behaviour towards Colleague(s)	8 (4.8%)	10 (9.1%)	18 (6.5%)
Hit by moving, falling object or vehicle	10 (6.1%)	6 (5.5%)	16 (5.8%)
Boat sink/capsize/hangup	8 (4.8%)	7 (6.4%)	15 (5.5%)
SSoW (safe systems of work)	12 (7.3%)	2 (1.8%)	14 (5.1%)
Fall from height	8 (4.8%)	5 (4.5%)	13 (4.7%)
Animal/insect incident	3 (1.8%)	10 (9.1%)	13 (4.7%)
Covid 19	8 (4.8%)	3 (2.7%)	11 (4.0%)
Person recovered from water	0 (0.0%)	9 (8.2%)	9 (3.3%)
Injured by vegetation / plants	4 (2.4%)	5 (4.5%)	9 (3.3%)
Handling, lifting or carrying	4 (2.4%)	4 (3.6%)	8 (2.9%)
Hit something fixed or stationary	0 (0.0%)	7 (6.4%)	7 (2.5%)
Road traffic incident	1 (0.6%)	5 (4.5%)	6 (2.2%)
Unsafe Act	5 (3.0%)	0 (0.0%)	5 (1.8%)
Body Found	0 (0.0%)	5 (4.5%)	5 (1.8%)
Fire/explosion incident	5 (3.0%)	0 (0.0%)	5 (1.8%)
Injury from machinery / equipment	2 (1.2%)	3 (2.7%)	5 (1.8%)
Training/Competence	3 (1.8%)	1 (0.9%)	4 (1.5%)
Threatening/aggressive behaviour	1 (0.6%)	0 (0.0%)	1 (0.4%)
Electrical contact/discharge	1 (0.6%)	0 (0.0%)	1 (0.4%)
Grand Total	165 (100.0%)	110 (100.0%)	275 (100.0%)

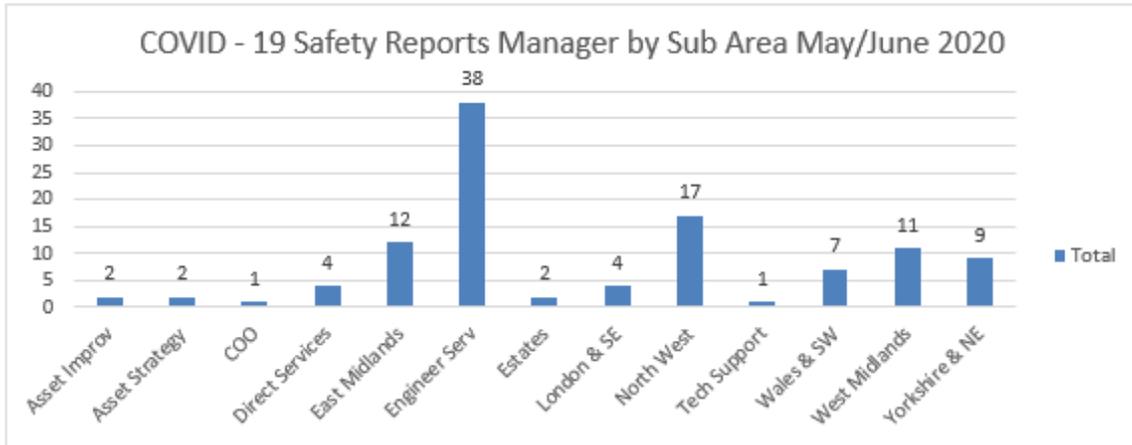
Noted increase in Near Misses relating to exposure reflecting the current COVID 19 concerns. Compared to the table in 4.8 this list excludes Antisocial behaviour reports and positive interventions.

From early June we introduced a specific incident type "Covid-19" to our reporting system to more easily identify the incidents that were pandemic related.

Appendix B – COVID-19 Related Reports

SAFETY REPORTS COVID-19 RELATED: May and June





We actively encouraged our colleagues to report any concerns they had with regards to working and COVID-19. In May and June there were 70 near misses, 24 positive interventions and 16 reported as incidents.

There were 110 Safety Reports reported for COVID-19 reasons throughout May and June. In comparison there were 250 other safety reports during this period.

Most of these incidents/ near misses relate to social distancing. With the Asset inspection team (Engineer Services) logging the most reports.

We have continued to advise all colleagues who have concerns to modify working times to avoid crowded paths, and in the worst case to stop work and return at a different time if necessary.



Board Meeting
16 July 2020
Information & Decision Report
Trust 495
Confidential Wording in Red

GOVERNANCE REPORT

Tom Deards, Head of Legal & Governance Services

1 PURPOSE

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

2 RECOMMENDATIONS

- 2.1 The Board is asked to note the paper and in addition:
 - 2.1.1 Approve the terms of reference and appointment to the Infrastructure Committee (section 3);
 - 2.1.2 Redacted
 - 2.1.3 Approve the Audit & Risk Committee terms of reference (section 5);
 - 2.1.4 Redacted
 - 2.1.5 Redacted
 - 2.1.6 Note the Charity Commission Regulatory Update (section 8);
 - 2.1.7 Note the Council and wider governance stakeholder induction events (section 9);
 - 2.1.8 Approve the agenda for the September 2020 Council meeting and agree the recommendation to amend the Articles of Association to enable remote Council meetings (section 10);
 - 2.1.9 Note the calendar of meetings for 2021 (section 11);
 - 2.1.10 Approve the appointments to the Regional Advisory Boards (section 12).

3 INFRASTRUCTURE COMMITTEE

- 3.1 The proposed terms of reference for the new Infrastructure Committee can be found at **Appendix 1**. The Board is asked to consider and approve the terms of reference.
- 3.2 The Committee will be constituted of Trustees, with the opportunity for co-opted individuals with recent and relevant skills and experience to be appointed.
- 3.3 The Board is asked to appoint named Trustees to the Infrastructure Committee, with their appointments to run alongside their current terms.



4 REDACTED

5 APPROVE THE AUDIT & RISK COMMITTEE TERMS OF REFERENCE

- 5.1 The Audit & Risk Committee undertook their annual effectiveness review in early July 2020. During this review it was noted that the terms of reference (previously agreed by the Committee in 2019) had not been approved by the Trust Board. The terms of reference can be found at **Appendix 2**. The Board is asked to approve the terms of reference.

6 REDACTED

7 REDACTED

8 CHARITY COMMISSION REGULATORY UPDATE

- 8.1 Following discussions at the recent Audit & Risk Committee meeting a standing item has been added to this Governance report to cover recent regulatory updates from the Charity Commission, with analysis of impacts on the Trust, where applicable.
- 8.2 At their 2019 annual public meeting the Charity Commission indicated that it would be taking a greater interest in what the public's perception of charity. In June 2020 the Charity Commission released a report on [Regulating in the Public Interest](#).
- 8.3 The report highlights a number of issues including a decline in the public's view in the importance and relevance of charities, particularly amongst young people – although Trust in charities has increased since 2016, according to the research (carried out pre-Covid pandemic).
- 8.4 Redacted
- 8.5 **Royal National Institute of Blind People (RNIB) Regulatory Alert**
- 8.5.1 Members of Audit & Risk Committee will already have seen the regulatory letter sent from the Charity Commission to the Trust regarding the outcome of its investigation into the Royal National Institute of Blind People (RNIB). This alert is also included in this governance report, so all Trustees are aware of the investigation and its implications.
- 8.5.2 On 25 June 2020 the Trust received a regulatory letter from the Charity Commission following the Commission's investigation into the RNIB. The investigation focused upon high profile safeguarding failings within the RNIB and was highly critical of the lack of oversight that the charity's trustees exercised over the RNIB's activities. A



summary of the Charity Commission's investigation report can be found [here](#).

- 8.5.3 The Charity Commission recognised the impact of the failings at the RNIB upon the wider charity sector. The Commission has therefore contacted all charities with an income over £9m with a complex governance and management structure and/or has a service that directly serves and interacts with beneficiaries, some of whom may be vulnerable. As the Trust meets this criteria, a regulatory letter has been sent by the Commission which provides advice on safeguarding and wider governance. The letter can be found at **Appendix 3**.
- 8.5.4 Later this year the Commission intends to contact a sample of letter recipients to understand what measures are in place within individual charities to manage identified safeguarding risks. As a recipient of the letter, the Trust may be one of the sample contacted. The Commission expects charities to review their existing general governance arrangements, its risk management measures and assurance mechanisms in relation to its safeguarding activities. The Commission expects the Trust to be mindful of the risks highlighted by the alert and to take steps to mitigate them.
- 8.5.5 It is proposed that the Trust reviews its safeguarding and wider governance arrangements in the light of the advice contained in the Commission's letter. As the Commission will be contacting a sample of charities later in 2020, it is proposed that a safeguarding review is scheduled for the October Audit & Risk Committee meeting.
- 8.5.6 Following on from the RNIB alert, the Commission has also released a reminder for Trustees on the importance of transparent and accountable governance arrangements, particularly for large and complex organisations like the Trust. This guidance can be found [here](#).
- 8.6 Trustees wishing to refresh their skills and knowledge may be interested in attending one of the virtual training sessions run by Stone King. The training session is offered twice over the coming months and is built around the Commission's core guidance for Trustees and refers to the Commission's guidance issued during Covid-19. Virtual sessions are being run on 24 September 2020 2:30pm-3.30pm and 26 November 2020, 10am-11am. Trustees interested in joining a session are asked to contact the Trust's Corporate Governance Manager.
- 8.7 The updated 2020 Charity Governance Code has yet to be published with no release date scheduled. The Governance Team will continue to keep this under review.

9 COUNCIL INDUCTION EVENTS

- 9.1 Two virtual induction events were held on 08 and 12 June. These events were well attended with Council members and members of the Regional Advisory Boards, Welsh



Bwrdd and Waterways Ombudsman Committee in attendance. Feedback from the sessions was overwhelmingly positive.

- 9.2 To continue the dialogue with council and wider governance stakeholders, two further virtual events were held on 02 July (Council only) and 08 July (Regional Advisory Boards, Welsh Bwrdd and Waterways Ombudsman Committee members). These sessions were unstructured and provided an informal setting for attendees to ask questions and discuss pertinent matters. The Chair and Deputy Chair of the Board were in attendance for the Q&A session on 02 July.
- 9.3 Feedback from both sessions has been positive. Questions focused upon the Trust's approach to diversity, Covid-19 implications, cyclists on towpaths, boater facilities and opportunities arising from the government's new strategic priorities.

10 SEPTEMBER COUNCIL MEETING ARRANGEMENTS & AMENDMENTS TO THE ARTICLES OF ASSOCIATION

- 10.1 The current audit timetable for the Annual Report & Accounts is not scheduled to complete in time to enable laying before the Council Annual General Meeting on 23 September (papers for the Annual General Meeting for formal items need to be circulated at least 2 weeks in advance – by 9 September).
- 10.2 For this reason, it is proposed that the Council meeting scheduled for 23 September is deemed a general meeting, rather than the Annual General Meeting. A draft agenda for the September Council meeting can be found at **Appendix 4**. This meeting will not receive the Annual Reports and Accounts.
- 10.3 The Trust's Articles stipulate that its Council meetings must be physical meetings, rather than virtual meetings, with one Council member physically in attendance. The Corporate Governance & Insolvency Act 2020 passed in June 2020 allows companies to temporarily override their Articles between 26 March and 30 September 2020 to enable virtual meetings to be held. It is proposed that the Trust takes advantage of this Act and holds a Council meeting via Zoom on 23 September 2020. At this meeting, the Council will be asked to approve an amendment to the Trust's Articles of Association that removes the requirement for a Council meeting to be held at a physical place, thus allowing virtual meetings to be held in future. Should the lockdown situation worsen and face to face meetings not be possible, unless the Trust changes its Articles to dispense with the requirement for a physical Council meeting, it will be unable to hold a virtual meeting.
- 10.4 The audit programme for the Annual Report & Accounts is scheduled to complete on 17 September, to allow the Board to formally approve at the meeting on the 24 September.
- 10.5 The Trust's Articles stipulate that no longer than 15 months can pass between Council Annual General Meetings. The last Annual General Meeting was held on 19 September 2019; therefore, it is proposed that the meeting is held between 02 – 18 December 2020 (this period takes into account the 14 days' clear notice required to call an AGM). As the Council will have approved the amendment to the Articles, the meeting can be



held via Zoom to formally receive the Annual Report & Accounts which will, by that time, have been approved by the Board.

11 MEETINGS FOR 2021

- 11.1 It is proposed that the remainder of the Trust Board meetings scheduled for 2020 are held via Zoom, with the programme of meetings resuming in 2021 (subject to government advice).
- 11.2 The calendar of meetings for 2021 is being created.

12 REGIONAL ADVISORY BOARD APPOINTMENTS

- 12.1 A full list of Regional Advisory Board Members and their terms of office is included at **Appendix 5**.
- 12.2 Following the resignation of Caroline Schwaller, Chair of the Yorkshire & North East Regional Advisory Board, recruitment for a replacement Chair was undertaken but the remaining short-listed candidate after a short delay was considered unsuitable. A new recruitment will begin in September.
- 12.3 The Board is asked to approve the following appointment and re-appointment:

12.3.1 West Midlands Regional Advisory Board, Gemma Bacon, 1st term to 31 July 2023

Redacted

12.3.2 London & South East Regional Advisory Board, Jenny Ballinger, extension of 1 year to 31 September 2021

Redacted

July 2020



APPENDIX 1: TERMS OF REFERENCE FOR INFRASTRUCTURE COMMITTEE

Infrastructure Committee

Terms of Reference

The Committee provides oversight, assurance and expert advice and considers issues of delivery, risk together with economy, efficiency and value for money.

Membership. A minimum of three trustees plus up to three co-opted members.

Frequency of Meetings. The Group shall meet at least three times a year; the Chair of the Committee will determine the frequency and call any additional meetings should they be required.

The Group will advise the Board with regard to:

- (a) the delivery of the Trust's Infrastructure Programme, including consideration of organisational capability and the efficiency, effectiveness and economy of delivery of the Programme.
- (b) the approval of the annual projects plan and specific major projects by the Board, ensuring they are reviewed and developed thoroughly;
- (c) the adequacy of progress in delivery of the programme and major projects;
- (d) other aspects of the Infrastructure Programme as it considers appropriate; and
- (e) examination and commentary upon the Trust's Asset Strategy / Management Plan.



AUDIT AND RISK COMMITTEE: TERMS OF REFERENCE

1. CONSTITUTION

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

2. PURPOSE

- 2.1. The Committee shall provide assurance and recommendations to the Trust on the effectiveness of its governance, internal control and risk management framework, including ensuring that risk management does not inhibit innovation.
- 2.2. 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 Audit and Risk Committee, via its formal Scheme of Delegation. These delegations are reproduced in Section 10.

4. DUTIES AND RESPONSIBILITIES

Risk management

- 4.1. The Committee shall:
 - 4.1.1. Consider and make recommendations to the Board on the effectiveness of the Trust's risk management framework by an informed assessment of the risks to the Trust's objectives and by reference to a clear definition of the types and levels of risk considered acceptable and of compliance with the appropriate controls, standards and processes and regulatory requirements
 - 4.1.2. Review reports from management and Internal Audit on the effectiveness of risk management
 - 4.1.3. Challenge management's identification and assessment of gross and residual risk, by bringing their own experiences- and the experiences of others- to bear.

External audit

- 4.2. The Committee shall:

- 4.2.1. Make recommendations to the Board of Trustees regarding the appointment, resignation or dismissal of the external auditor
- 4.2.2. Approve the remuneration and terms of engagement of the external auditors (following delegation to the Board at the Annual General Meeting)
- 4.2.3. Agree in advance the external audit strategy
- 4.2.4. Review the performance of the external auditors, including:
 - the cost effectiveness of the audit
 - the independence and objectivity of the external auditor, ensuring that key partners are rotated at appropriate intervals
 - whether the external auditor has delivered the agreed audit strategy including understanding any changes in perceived audit risks and the work undertaken by the external auditors to address those risks
 - the external auditors' quality control procedures and steps taken by the auditor to respond to changes in regulatory and other requirements
 - the robustness and perceptiveness of the external auditors in their handling of the key accounting and audit judgements identified and in responding to questions from the Committee
 - feedback about the conduct of the external audit from key people involved, including the Finance and Corporate Services Director and the Head of Internal Audit.
- 4.2.5. To ensure that the provision of non-audit services by the external auditor does not impair the external auditors' independence or objectivity
 - The Financial Reporting Council 70% cap on fees for non-audit services provided by the external auditors is to be applied;
 - Fees in relation to non-audit services can be incurred up to 50% without the Committee's approval but beyond this level require approval is required up to the 70% cap;
 - Fees for assignments provided by the auditors in excess of £20,000¹ have to receive prior approval of the Committee; and
 - Reporting of fees invoiced and fees committed will be provided at each meeting.

The Trustees' Annual Report and Accounts

- 4.3. The Committee shall approve the Trust's accounting policies before the Annual Report and Accounts are prepared.

¹ In June 2014 the Audit and Risk Committee set this limit at £20,000, and this was reconfirmed at the February 2019 meeting

- 4.4. The Committee shall review the statement on internal control and management of risk for inclusion in the Trustees' Annual Report and Accounts.
- 4.5. The Committee will receive the auditor's report.
- 4.6. The Committee shall review the Trustees' Annual Report and Accounts before submission to the Board, taking account of:
 - 4.6.1. All relevant reports made by the external auditor, and management's response to those reports
 - 4.6.2. All relevant reports made by the Finance Director, including those which relate to compliance with the appropriate Statement of Recommended Practice, and other regulatory requirements including Charity Commission requirements.
 - 4.6.3. Key accounting and audit judgements, particularly decisions or estimates requiring a major element of judgement, or proposed accounting treatment for significant or unusual transactions
 - 4.6.4. Levels of errors identified during the audit, obtaining explanations from management and, where necessary the external auditors, as to why certain errors might remain unadjusted
 - 4.6.5. the extent to which the financial statements are affected by any unusual transactions in the year and how they are disclosed
 - 4.6.6. the Going Concern assumption.
- 4.7. The Committee will receive and review the draft letter of representation before signature by management and give particular consideration to matters where representation has been requested that relate to nonstandard issues. The Committee should consider whether the information provided is complete and appropriate based on its own knowledge.

Internal audit

- 4.8. The Committee shall:
 - 4.8.1. Approve the Internal Audit Charter, Strategy and annual plans, in advance
 - 4.8.2. Ensure that the internal audit function is adequately resourced and has appropriate standing within the Trust.
- 4.9. Consider annually the effectiveness of Internal Audit and feedback the results to the Head of Internal Audit.
- 4.10. Review reports from management and Internal Audit on the effectiveness of systems for internal control, financial reporting and risk management.

Governance and internal control

- 4.11. The Committee shall:
 - 4.11.1. Consider and make recommendations to the Board on the effectiveness of the Trust's governance and internal control framework

- 4.11.2. Ensure that the Trust complies with Charity Commission requirements relating to Serious Incident reporting
- 4.11.3. Review the effectiveness of procedures for handling allegations from whistleblowers
- 4.11.4. Review standards and processes for preventing or detecting fraud, corruption and bribery
- 4.11.5. Ensure that management have devised, implemented and published a Competition Law Compliance Code of Practice
- 4.11.6. Monitor any complaints of non-compliance with the Competition Law Compliance Code of Practice made under the internal complaints procedure or Waterways Ombudsman Scheme, or any threatened or actual legal action against the Trust which alleges breaches of competition law, and where considered appropriate to make recommendations in a timely manner.

Annual Review

- 4.12. 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.

5. MEMBERSHIP

- 5.1. The Committee shall normally comprise at least 4 Trustees, all of whom shall be appointed by the Board of Trustees. The Chair of the Board of Trustees may attend but may not be a member of the Committee.
- 5.2. The Committee Chair shall be appointed by the Board of Trustees.
- 5.3. At least one member of the Committee shall have significant, recent and relevant financial experience.
- 5.4. The quorum for meetings shall be set as one plus one third of the number of Committee members (rounded to the nearest number)².
- 5.5. 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 for 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

² The quorum for Committees with 5, 6 or 7 members is therefore 3 and the quorum for Committees with 3 or 4 members is therefore 2.

- 6.1. The Chief Executive, Finance, Head of Legal and Governance, Audit & Risk Manager, the Head of Internal Audit and the external auditors 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 3 times a year and at such other times as it considers necessary. Meeting should coincide with key dates in the Trust financial reporting and audit cycle.
- 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 may ask the Committee Chair to hold a meeting.
- 7.3. External auditors or the Head of Internal Audit may request the Committee Chair to convene a meeting if they consider that one is necessary.
- 7.4. There shall be at least one meeting a year during which the Committee can meet the external auditors without management present.
- 7.5. There shall be at least one meeting a year during which the Committee can meet the Head of Internal Audit without management present.
- 7.6. The Head of Internal Audit shall be given the right of direct access to the Chair of the Committee.
- 7.7. 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 5 working days prior to the meeting.

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 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 meeting of the Board of Trustees.
- 9.2 The Committee's duties and activities during the year shall be disclosed in the Trustees' Annual Report and Accounts.

10 DELEGATIONS

- 10.1 The Board of Trustees has formally delegated certain decision to its Board Committee, 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
 - 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 The Board's Scheme of Delegation gives the following powers to the Audit and Risk Committee:
 - 10.3.1 Advise the Board of the key risks facing the Trust as itemised in the Corporate Risk Register and gain assurance that the Executive is addressing or mitigating key risks adequately
 - 10.3.2 Make recommendations to the Board for the appointment of external auditors
 - 10.3.3 Approve the remuneration and terms of engagement of the external auditor (following delegation to the Board at the AGM)
 - 10.3.4 Approve the external audit strategy
 - 10.3.5 Approve Internal Audit Charter, Strategy and annual plans
 - 10.3.6 Make recommendations to the Board on the effectiveness of the Trust's risk management and internal control framework
 - 10.3.7 Review the Trustees' Annual Report and Accounts before submission to the Board, and to receive the Auditor's report and the draft letter of representation
 - 10.3.8 Make recommendations to the Board on the publication of the statement on internal control and management of risk for inclusion in the Trustees' Annual Report and Accounts
 - 10.3.9 Approve changes to accounting policies.

Appendix 3: Letter received from the Charity Commission, 25 June 2020

Charity Name: CANAL & RIVER TRUST

Charity number: 1146792

Dear Tom Deards,

You are receiving this alert as the Chair or named charity contact for Test Charity, both of whom have been sent copies. Please ensure that this is circulated and discussed with the wider Board of Trustees, and CEO, as appropriate.

I know that, at this time of national crisis, many in the voluntary sector are facing severe financial strain, and charities such as yours are playing a crucial role in the Coronavirus response.

In the last few months we have seen, more than ever, how communities rely on the work of charities, particularly those providing vital services. This has demonstrated, beyond doubt, that the will of the public to do good is not dimmed and that, even when we are in lockdown, people's desire to help and support each other is as strong as ever. Even under current constraints, they have shown how much they value and wish to support charities, and have found new ways to raise money and volunteer their time. But we should never take that public support for granted.

Over the past few years, we have seen grave governance failings in some household name charities. These failings have resulted in serious incidents which have put people at risk of harm and exposed the charities in question to financial and reputational damage. These cases have also impacted the sector as a whole. The most recent of these is outlined in the Charity Commission's inquiry report (published on 25 June 2020) into the Royal National Institute of Blind People (RNIB).

<https://www.gov.uk/government/news/rnib-failures-led-to-some-children-in-the-charitys-care-being-harmed-says-watchdog>

We cannot ignore the potential impact of these failings on public trust and on the support on which charity relies. I am, therefore, writing to you as leader of a large charity involved in service delivery to consider the issues set out in the regulatory alert and to ensure you understand and implement adequate and clear lines of accountability in the governance of your charity.

The alert can be found here:

<https://www.gov.uk/government/publications/alert-for-charities-the-importance-of-transparent-and-accountable-governance>

I know that this is a very difficult time, both for the country and for the sector, and I am mindful of the significant demands being placed on those running charities. But irrespective of the current context, the matters raised through our inquiries are extremely important, and need to be raised with you now.

If you have any questions or concerns about points raised in the alert, please do get in touch. Our call centre also remains available to answer questions you may have in relation to your charity. Please also see our updated guidance on COVID-19.

<https://www.gov.uk/guidance/coronavirus-covid-19-guidance-for-the-charity-sector>

You can call the Commission from Monday to Friday, 9am to 5pm, on 0300 066 9197.

Yours sincerely

Helen Stephenson CBE
Chief Executive Officer



18th COUNCIL MEETING
To be held on Thursday 23 September 2020, 1.30pm-4.30pm
Virtual Meeting
AGENDA

13.30 WELCOME AND INTRODUCTIONS		
1.	Apologies for absence	Allan Leighton, Chair
2.	2.1 Minutes of the 17 th Council Meeting and 7 th AGM held 19 September 2019, for agreement 2.2 Matters Arising	Allan Leighton, Chair
ITEMS FOR DECISION (on which properly appointed proxies will be allowed to vote)		
3.	3.1 Report of the Appointments Committee Resolution 1: Receive the report of the Appointments Committee Resolution 2: To re-appoint Ben Gordon as a Trustee and Director of the Canal & River Trust? 3.2 Governance Decision Report: Resolution 3: To approve amendments to Trust Rules Resolution 4: To approve amendments to the Articles of Association	Dame Jenny Abramsky, Chair of Appointments Committee Tom Deards, Head of Legal & Governance Services
ITEMS FOR INFORMATION AND DISCUSSION		
4.	Activity Update	Richard Parry, Chief Executive
5.	Investment and Income Generation at the Trust (Including Coffee Break) Ethical Policy Framework Discussion	Stuart Mills, Chief Investment Officer & Malcolm Naish, Protector Tom Deards, Head of Legal & Governance Services, Heather Clarke, Director of Strategy, Engagement & Impact Director
STANDING ITEMS		
6.	Suggestion of Future Agenda Topics	Council Members
7.	Any Other Business	Allan Leighton, Chair
16.30 CLOSE		



Company Number: 07807276

**CANAL & RIVER TRUST
NOTICE OF GENERAL MEETING**

NOTICE IS GIVEN that the 18th Council meeting of Canal & River Trust ("the Trust") will be held virtually on Thursday 23 September 2020 commencing at 1330 (or as soon as convenient thereafter) for the transaction of the following business:

1. To receive the Appointments Committee Report;
2. *To reappoint Ben Gordon as a Trustee and Director?*
3. To approve changes to the Trust Rules;
4. To approve changes to the Articles of Association.

NOTES:

Trustee Biographies

Information about Trustees may be found on the Trust's website

<https://canalrivertrust.org.uk/about-us/how-we-are-run/board-of-trustees>

Appointment of Proxies

Any member of the Trust (a 'Council member') is entitled to appoint another person as his or her proxy to exercise all or any of his or her rights to attend and speak and vote at a meeting of the Trust. A proxy must vote in accordance with any instructions given by the Council member by whom the proxy is appointed.

The proxy may be the Chairman of the meeting or any other person the Council member wishes to appoint and need not be a Council member. A proxy notice must be given in writing and must contain all the information in the form of the notice attached. It should be sent by post or electronically to the Corporate Governance Manager at the address given in that form to arrive not less than 48 hours (excluding Saturdays, Sundays and public holidays) before the meeting.

**Tom Deards
Secretary to the Trust
09 September 2020**



NOTICE OF APPOINTMENT OF PROXY

I, _____, being a member of the Canal & River Trust, APPOINT

either

(1) the Chair of the meeting [*delete if not applicable*];

or

(2) NAME: _____

ADDRESS: _____

to be my proxy in my name and to attend on my behalf upon any matter proposed at the 18th meeting of the Canal & River Trust to be held on 23 September 2020 or at any adjournment of that meeting and to vote **either**

(a) in such manner as my proxy shall think proper [*delete if not applicable*]

or

(b) To vote on the business proposed to be submitted as follows (and if expedient demand a poll):

i. To receive the report of the Appointments Committee:

FOR / AGAINST [*delete as applicable*]

ii. To approve the appointment of Ben Gordon as a Trustee and Director:

FOR / AGAINST [*delete as applicable*]

iii. To approve changes to the Trust Rules:

FOR / AGAINST [*delete as applicable*]

iv. To approve changes to the Articles of Association:

FOR / AGAINST [*delete as applicable*]

Notice giving all the above information should be sent either electronically to gemma.towns@canalrivertrust.org.uk or by post to: Gemma Towns, Corporate Governance Manager, Canal & River Trust, Aqua House, 20 Lionel Street, Birmingham, B3 1AQ.

in either case to arrive by **midday on Monday 21 September 2020.**

If the notice is sent by post it must be signed by the member giving the Notice. if the notice is sent electronically it must be sent from the email address registered with the Trust.



Appendix 5
Canal & River Trust
Regional Advisory Board Membership July 2020

KEYNAME	TERM	FIRST NAME	KEY NAME	START DATE	END DATE
Regional Advisory Board - East Midlands	1st Term	Anil	Majithia	02-May-2018	30-Jun-2021
		Andy	Oughton	17-Jun-2019	30-Jun-2022
		Terry	Cavender	30-Mar-2020	30-Mar-2023
		Jane	Stubbs	21-Mar-2019	31-Mar-2022
		Ahtesham	Mahmood	30-Nov-2018	30-Nov-2021
	2nd Term	Kathryn	Dodington	02-Sep-2017	02-Sep-2020
		Shirley	Rogers	30-Apr-2019	30-Apr-2022
Regional Advisory Board - London & South East	1st Term	David	Brough	01-Jul-2019	31-Jul-2022
		William	Atkinson	02-May-2018	30-Jun-2021
		Louis	Howell	01-Jul-2019	31-Jul-2022
	2nd Term	Dominic	Pinto	12-Nov-2019	30-Nov-2022
	3rd Term	Dick	Pilkinton	30-Apr-2019	30-Apr-2022
		Jim	Crooks	30-Apr-2019	30-Apr-2022
	1st Term Extended	Jenny	Ballinger	19-Sep-2016	19-Sep-2020
	1st Term Extended	Matthew	Hunt	13-Jun-2019	30 June 2021
Regional Advisory Board - North West	1st Term	Nigel	Weatherill	08-Mar-2019	28-Feb-2022
	2nd Term	Nicholas	Mead	14-Nov-2017	14-Nov-2020
		Peter	Jordan	14-Nov-2017	14-Nov-2020
	3rd Term	Audrey	Smith	14-Nov-2017	14-Nov-2020
		Tayo	Adebowale	30-Apr-2019	30-Apr-2022
		Iain	Taylor	30-Apr-2019	30-Apr-2022
	1st Term Extended	Gerry	Proctor	05-May-2017	30-May-2021
	2nd Term Extended	Peter	Rowlinson	12-Nov-2019	30-Nov-2020
Regional Advisory Board - South West	1st Term	David	Fearns	31-May-2019	31-May-2021
		Mary	Hutton	31-Jan-2020	31-Jan-2023
		Tamsin	Phipps	30-Apr-2019	30-Apr-2022
		Bryony	Houlden	31-Jan-2020	31-Jan-2023
		Chris	Brierley	31-Jan-2020	31-Jan-2023
	2nd Term	David	Hagg	19-Jun-2018	31-Mar-2021
	3rd Term	Edward	Helps	30-Apr-2019	30-Apr-2022
		Lois	Francis	30-Apr-2019	30-Apr-2022
		Robert	Moreland	30-Apr-2019	30-Apr-2021
	2nd Term Extended	Ken	Oliver	24-Jan-2017	30-Jan-2021
Regional Advisory Board - West Midlands	1st Term	Imran	Mirza	01-Mar-2018	01-Mar-2021
		John	McNicholas	01-Mar-2018	01-Mar-2021
		John	Hudson	08-Oct-2018	30-Jun-2021
		Helen	Paterson	30-Apr-2019	30-Apr-2022
		Waseem	Zaffar	31-Mar-2019	31-Mar-2022
	2nd Term	Ewan	Hamnett	31-Mar-2019	31-Mar-2022
		John	Yates	30-Apr-2019	30-Apr-2022
		Philip	Bateman	30-Apr-2019	30-Apr-2022
		Adam	Boyle	30-Apr-2019	30-Apr-2022
Regional Advisory Board - Yorkshire & North East	2nd Term	Adrian	Curtis	27-Apr-2017	30-Apr-2023
		Caroline	Thorogood	31-Oct-2018	31-Oct-2021
	3rd Term	Robin	Stonebridge	30-Apr-2019	30-Apr-2021
		Trevor	Roberts	30-Apr-2019	30-Apr-2022

MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – JULY 2020

1. INTRODUCTION

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

2. MAIN ISSUES

- 2.1 The past two months have continued to be dominated by the Coronavirus pandemic as we have plotted our gradual resumption from the Govt lockdown. Navigation re-opened from 1 June but usage has only returned to close to normal levels since July 4th when overnight stays on board have been permitted. We have actively supported the local lockdown in Leicester with the GU Leicester Line and Soar Navigation closed at the time of writing.
- 2.2 Colleagues have been returning from on furlough leave, with around 200 remaining on furlough leave on 6 July. Offices remain closed other than for essential use. Our Construction teams have commenced their revised work programme after losing all of April and May's planned works.
- 2.3 Colleague wellbeing continues to be actively supported with the survey in May indicating around 80% favourable across most measures. The latest 'pulse' engagement survey will complete this week and results will be shared at the meeting.
- 2.4 Volunteers have been returning since mid-June, with around a third (350) lock-keepers back and more due (with another 24 lock flights re-starting shortly). Other volunteer activities are also resuming this month. Those in vulnerable groups (including over-70s) are now able to return subject to the respective risk assessment.
- 2.5 Although there remains considerable concern about the impact of the lockdown on waterways businesses, many are now (or shortly will be) trading and some are also reporting that they have eventually received something (if not much) from the various Government grant schemes. Nevertheless, with only 3-4 months of trading available until the long winter closure, there are still serious concerns about their medium term prospects and we continue to lobby Government for specific measures to support these businesses.
- 2.6 Our appeal for waterway charities reached a total of close to £20,000, and the Panel, headed by Sue Wilkinson, is reviewing the distribution of the funds, with 64 charities submitting applications; awards will be made next meeting.
- 2.7 The next phase for the Trust includes the re-opening of our national museums at Ellesmere Port and Gloucester later this month.

3. EXTERNAL ENGAGEMENT

- 3.1 We have continued to engage actively with Government, principally through Defra, including meetings with the lead Minister for Waterways, Rebecca Pow MP, redacted.

4. PERFORMANCE

- 4.1 Appendix 1 sets out the first performance results for the 2020/21 year. As discussed at the last meeting, many targets will need to be reviewed once the scale of the crisis's disruption is more apparent. At this point we are somewhat behind the annual target for the two months to date, with the prospect of catching up over the remaining ten months if performance turns up. A particular concern – as noted in the Health & Safety report – is the spike in infrastructure-related incidents during May with little headroom remaining vs the target for the rest of this year.

5. EXECUTIVE REPORTS

- 5.1 The Executive's reports feature as Appendices 2 to 6.

Chief Executive
July 2020

APPENDIX 1 : Key Performance Measures to date – 2020/21

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			May 2020 YTD	Full year target	Prior year actual
			2020/21	2020/21	2019/20
Growing the number & satisfaction of users & visitors	Visitor Volume	No of users & visitors to our waterways in typical two-week period within specified period	8.4 million	9.5 million	9.2 million users / visitors
	Satisfaction Rating - user & visitor experience	Towpath User Satisfaction	84%	85%	81%
		Boater Satisfaction	60%	70%	67%
Improving our public safety and health & safety of our colleagues	Public Safety	No of reported incidents due to infrastructure	7	15	17
	Safety of our Colleagues	Combined employee, volunteer/ contractor RIDDOR accident frequency rating	0.18	0.15	0.22
Good overall waterway condition (assets, water, heritage/ environmt)	Asset Health Index	Combination of asset condition score (0 to 100) & consequence of failure (1 to 5)	42.62	TBC	44.2
Being inclusive - Growing the number of local users & BAME participatn	Local Users & BAME Participatn (1km)	% of local people (living within 10-15 mins walk) using our waterways regularly	50%	45%	43%
		% of local people specifically from local BAME communities using our waterways regularly	53%	42%	31%

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			May 2020 YTD	Full year target	Prior year actual
			2020/21	2020/21	2019/20
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	79%	75%	76%
	Feel Safe by Water	Personal safety/security rating of our waterways by local people living within 10-15 mins)	81%	77%	81%
Growing our brand awareness, particularly those living within 1km	Brand Awareness (All & 1km)	% of prompted awareness of the Trust among total population & local people	45% (all) 61% (1km)	50% (all) 56% (1km)	46% (all) 60% (1km)
Building a strong and broad supporter base	Supporter Growth	№ of Supporters (active & passive)	639,951	750,000	626,992
		№ of active Friends & other regular individual donors	29,277	28,000	30,049
Improving colleague engagement & diversity of those working & volunteering for the Trust	Diversity	% of recruitment colleagues from BAME background	4.47%	4.8%	4.64%
	Colleague Engagement (Employees/ Volunteers)	Colleague engagement	n/a	70%	66%
		Volunteers	n/a	78%	71%
Expanding our volunteer base/impact	Active Volunteers	№ of volunteer hours & № of active volunteers	1,730 3,445	500,000* 3,600	704,532 3,606
Defra Waterway Targets – improving our waterways/ assets	Towpath Condition	Towpath condition graded C or better	Annual KPI	TBC	81.24%
	Principal Assets	Principal assets grade C or better	87.08%	TBC	87.06%
	Flood Management	Condition of flood management assets graded C or better	Annual KPI	TBC	99.25%

*We intend to revisit the target for volunteer hours at the half year to see if it has proven to be possible to re-start volunteering in light of Government's social distancing guidance

OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

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

1.2 WHAT'S GOING WELL, NOT SO WELL

1.2.1 Positives

1.2.1.1 Adoption of new technologies to help the Covid working, making changes to working approaches that will be for the long-term and will save the Trust money.

1.2.1.2 Collaborative approach across all teams working through the lockdown and during recovery.

1.2.2 Challenges

2. OPERATIONS - Covid-19 pandemic response

2.1 The prime focus has continued to be to meet the challenges of the network operation during the pandemic and into recovery. Frontline teams drawn from Operations and Direct Services have worked well together throughout delivering safety-critical tasks and services. As we look ahead our colleagues in DS are returning to planned work and from July the operations teams are returning to full strength and our volunteers are beginning to return.

2.2 In May pre-start safety checks of the infrastructure to ensure navigability were undertaken. With the government guidance on covid secure workplaces being release in May all operations were revisited and specific risk assessment protocols followed for all work, depots and yards. A comprehensive review of towpath spaces to ensure appropriate signage has been done, limit your use signs have been replaced with Enjoy your local canal, and this has been driving brand recognition.



2.3 A Covid-19 toolbox talk has been rolled out to all colleagues and volunteers before returning to work, live Zoom sessions as well as recorded sessions are available to colleagues and volunteers.

2.4 From June the waterways reopened to movements by residential boats and private boaters for day trips only due to limitations on overnight stays. Self-drive day hire restarted and roving traders selling essential goods but the majority of commercial boating activity restarted on the 4th July.

- 2.5 In June as part of the managed reopening the network, booked passages were initiated at manned structure sites, use of the network in June ran at between 20% and 50% of normal. The team have geared up to restore normal service from July.
- 2.6 Our direct service colleagues will return to planned work in July so most operational roles on furlough will have returned by July leaving just community engagement, education and fundraising roles still on furlough.
- 2.7 Customer service facilities have been open throughout the lockdown but the new government guidance, released in May, meant we reviewed the frequency of cleaning and inspections. Signs have been placed on all facilities and we have introduced a QR code check so we can monitor and record our own inspections.
- 2.8 In anticipation of relaxation of the lock down the decision to limit grass cutting was reversed at mid May and a programme of recovery cutting implemented. This is progressing well and will complete in early July. The reduced towpath cutting and good weather allowed free growth of wildflowers, which was positive received by many new visitors to the towpath but with resumption of cutting also resulted in several complaints. However we will review our cutting regimes to see which areas can be reduced to encourage environmental benefits.
- 2.9 As part of a return of navigation, volunteers in customer facing roles have been able to return. This commenced with volunteer lock keepers, but is rapidly being expanded to other activities. Initially this was only for people falling outside the vulnerable categories including people of over 70 years. From 1st July we are inviting over 70's to return except for those shielding or extremely clinical vulnerable.
- 2.10 Across the Trust's waterways, as a timeline:
- Restrictions on boat movement - essential movement lifted from 15th May, leisure craft users encouraged to visit their boats without overnight stays
 - Requirement for boats to move every 14 days reinstated 23rd May
 - Trust working protocols published 3rd June, assessments commence and continuing
 - Trust's boat enforcement and legal processes restarted from 6th June
 - Deferral for Boat Safety Scheme Examinations extended to 31st July
 - Management of Trusts financial hardship process for those facing resulting hardship 124 customers have asked for deferrals and payment plans (35k)
 - Months concession given to all leisure licence holders – allowing an extra month on all leisure licences before renewal (£2m)

2.11 Redacted.

3. Operations - General

3.1 Operational incidents

- 3.1.1 We have had 2 lock gate failures last month, one at Bingley five rise and one at Watford Locks on the GU Leicester line, these failures are in part due to the recovery of boating use testing the network and there may be more incidents as hire boating resumes.

3.2 Water Resources

- 3.2.1 Since mid-March the north of the UK has experienced prolonged extreme dry weather with less than a 1/3 of average rainfall receiving just less than a 1/4 of average monthly rainfall across NW and YNE regions in April and May. This combined with works and

reduced reservoir capacities means that water resources on the Leeds & Liverpool, Peak Forest and Macclesfield canals are low.

- 3.2.2 After consultation with boating businesses it was concluded to keep these 3 canals closed until 6th July to conserve water when the rest of the network reopened in June. A short window of opportunity was provided (12th to 14th June) enabling boats to move to facilities or another part of the network. We have maintained close contact through regular Zoom meetings with a forum of business boating customers throughout.
- 3.2.3 However, extensive rainfall in the north over 10 days from the end of June has restored levels in reservoirs and the L&L reopened early on the 3rd July. Furthermore we have been able to remove all restrictions on the L&L from 10th July. This spell of rainfall has reversed the drought concerns for the boating season and proves how reliant this canal is on in-year rainfall to remain open.
- 3.2.4 The Peak Forest and Macclesfield canals situation has also improved but restrictions will be retained due to the loss of storage from Toddbrook reservoir. Earlier in the year low water levels closed the river fed Pocklington Canal to navigation but the recent rainfall is expected to ease this closure shortly.

4. ORGANISATION

- 4.1 At the beginning of July 66 operations colleagues remain on furlough with 2 confirmed Covid cases in the team. Morale remains good, with generally positive feedback from the wellbeing survey. We have sadly recently received three confirmed deaths within our volunteer teams.

4.2 Redacted

4.3 Advisory Boards

- 4.3.1 Advisory boards have generally continued with virtual meetings throughout the lockdown.
- 4.3.2 Yorkshire & North East RAB Chair recruitment has been unsuccessful
- 4.3.3 Members of the London & South East RAB have formed a working group with the Community Engagement Managers to discuss ways to make community engagement better and more effective. Connections will be made with contacts of RAB members.

5. LONDON & SOUTH EAST REGION

5.1 Robert Milligan Statue

- 5.1.1 The L&SE team was at the heart of the Black Lives Matter debate when the statue of Robert Milligan (a slave owner) at West India Docks, was the renewed focus of calls by the local community for its removal. Within hours of a petition being drawn up and

knowledge of intended daily protests, we worked with the London Borough of Tower Hamlets, Museum of London, Docklands and other management companies in the area, to remove the statue on the day. It is hoped the Museum agree to accept the statue.



5.1.2 There was national media attention, with the statue being the lead on the BBC website. Social media activity was also very active around the story with much of the coverage of LBTH and the Canal & River Trust being positive.

5.1.3 A community led group chaired by Sir William Atkinson (L&SE RAB Chair) has been set up to review the future use of the plinth. The outcome of these events has fostered stronger relations and contacts with many of the key stakeholders in this priority area.

5.2 Thames Lock has moved from essential bookings only to booked travel with selected dates throughout June. Working in partnership with EA Teddington Lock and BWML Limehouse to offer more bookings for month of July, to include weekends. On-line booking system is set up and in test phase. Working / liaising with relevant stakeholders to review Thames Lock timetable and new online booking system.

5.3 Aquatic Weed, London – The end of May saw a large increase in the blanket/ stoncrop pond weed being reported across both East and Central locations. Spring 2020 was the sunniest on record Combined with minimal navigation movement, this led to increased weed growth. After increasing resource the region received positive feedback from commercial operators.



5.4 Filming by BBC Countryfile took place at Tringford pumping station on 11th/12th June. Following an explanation of how it operates, and work being undertaken, the local team then went out litter picking with the BBC.

5.5 A partnership is being built with Global Street Art. This organisation is coordinating the 'London Mural Festival 2020'. This celebration of a painted city will see 20 murals painted across London and they are keen to work with the Trust. Two waterside sites are being proposed to be part of this Festival, one of which is in the Let's Go Southall programme area and already has an active community presence and agreement.

5.6 Fly tipping and Litter – has been a particular issue during lockdown. May is down 12.5% from April following the large 156% increase. The region have increased key destination bin emptying and will be upgrading to modern solar compactor bins.



6. WALES & SOUTH WEST REGION

- 6.1 The Swansea Canal Society has received the Queen's Award for Voluntary Service for their work in "regenerating the Swansea Canal as a community asset for active recreation and as a heritage visitor destination." It is the highest award a voluntary group can receive in the UK and recognises outstanding work to benefit their local communities.. Representatives of the Society will receive the award from Mrs Louise Fleet, HM Lord-Lieutenant of West Glamorgan, later this summer and two volunteers will attend a garden party at Buckingham Palace in May 2021.



- 6.2 March, April, May and June have seen large amounts of media activity and coverage. During the period the Trust appeared on BBC Radio Gloucestershire on 27 days, often multiple times.
- 6.3 Heathy Lock remains closed and following an inspection by engineers, one top gate at Greenham Lock has been deemed unsafe to open, so is now restricted to two openings a day for narrow boats only. The closures/restrictions at both locks are due to failed heel posts, with planned repair this month.
- 6.4 Parts of Jubilee Woodland are cordoned off due to the suspected presence of the Oak processionary Moth, discovered after a customer suffered a significant allergic reaction. We are working to resolve this with the Forestry Commission.

7. WEST MIDLANDS REGION

- 7.1 Harecastle Tunnel following the trespass by 3 youths on Wednesday 3rd June (covered in safety report), we are reviewing security measures in place while considering the heritage aspects, wildlife (Bats) and practicality of adding measures; and are also working with Staffordshire Police and Staffordshire Fire and Rescue to look at a social media campaign to highlight the dangers of such acts.
- 7.2 Pontcysyllte Aqueduct (Llangollen Canal) – as part of the safety review, the first stage of the Heritage Assessment has been completed by Donald Insall Associates following review by stakeholders including Cadw. Consultants presented various safety options and draft scoring matrix to the Trust for consideration.
- 7.3 Progress is being made in our relationship with Natural England in determining the level of drawdown at Chasewater Reservoir. The evidence report and proposed level of drawdown has been received from NE, and is being considered internally.
- 7.4 Following an Enforcement Letter - Fens Pools SSSI/SAC, from Natural England (NE), we have now agreed a way forward to bring the matter to a close. Although no official action was taken by NE the letter will be held on file and the Trust, along with NE and Dudley MBC, will work together in resolving any issues ongoing. We are developing a reservoir management plan for Fens Pools SSSI SAC, to manage our inspection process whilst protecting and enhancing our duty towards nature conservation. A mechanism for regular meetings with NE on wider issues has now been set-up.
- 7.5 Team members have had a very challenging time engaging with complex issues relating to Earlswood Lakes, improving partnership working with local stakeholders and dealing

with persistent anti-social behaviour issues such as illegal night-time fishing, exacerbated by the recent good weather.

- 7.6 Whilst work on the Roundhouse is restarting, Elizabeth Thomson (heritage advisor) has returned from furlough to support the project team. The main Roundhouse team remain furloughed. The building works are due to be completed on 17th July. A period will follow for elements that were removed from the Keir project to be completed. Tenancy selection remains positive with further interest received for the cafe space.
- 7.7 Enabling actions on the Montgomery canal restoration continue with the current main element being the agreements delivering School House Bridge. Works on the bridge are now deferred to 2021. We are currently working with John Dodwell to agree the best form of contract to deliver the works under. Our HLF community development officer on the Montgomery restoration project has now completed her work and the funder keen to see any remaining spend focussed toward the capital works project. As such we have now employed an evaluator who will pick up the results of that project work and develop the final evaluation report over the coming months.
- 7.8 Community Roots is currently on hold due to Covid 19 in WMS and all other regions however we are considering the recovery plan, and what project officers can achieve upon return from furlough.
- 7.9 We are building on the excellent links with The Commonwealth Games organising committee and have attended the regular sustainability Forums which we have a place on. This period has also seen our interaction with DEFRA increase. They are now very keen to work with us and have offered support. We have set up monthly meetings with them and the lead for the Physical Activity and Wellbeing from the OC to develop our ideas. Sport England have been invited to the next meeting which hopefully will lead to funding opportunities. The Trust's CG2022 Steering Group, chaired by Francis Done, meets in early July to review progress, after which a report will be made to the Executive.
- 7.10 Sport Birmingham are keen to create a sporting alliance from across the city to help in its Covid recovery and the Trust has been invited to be part of this.

8. EAST MIDLANDS REGION

- 8.1 We have met with developers of the Island Quarter, whose proposals will benefit the Nottingham Beeston Canal, to share our ideas for the canal devised with landscape architects Farrer Huxley. Detailed planning for the development is being submitted shortly with completion of the canal-side phase of works due summer 2021. This is an opportunity to play a pivotal role in bringing parties together to achieve an overarching outcome for the city that puts the canal at the heart of the redevelopment and links parts together. The Trust initiated Canal Improvement Partnership was put on hold during lockdown and is awaiting an initial meeting.
- 8.2 The Beat the Street project in Leicester is provisionally scheduled to start in September.
- 8.3 The Trust's Plastics Challenge campaign has featured on ITV Central News, BBC Radio Leicester, BBC Radio Derby and BBC Radio Northampton. Coverage also included two separate pieces on BBC Radio Derby updating on the latest towpath usage advice and easing of coronavirus restrictions.
- 8.4 EMS Community Engagement Manager is in contact with Nottingham City Integrated Care Partnership and will be joining the city's Physical Activity Movement Collective (led

by Active Together Nottingham) to support the development of an approach to get more people moving as the nation moves out of lockdown and into recovery.

9. NORTH WEST REGION

- 9.1 There have been a number of significant pollution incidents across the North West region during the lockdown period. The latest, over the May bank holiday, on the Lancaster Canal resulted in the loss of c1000 fish. We are working with the EA to recoup costs including restocking the canal fishery.
- 9.2 The National Waterways museum is planned to reopen in late July but Anderton Boat Lift remains closed to visitors, we are reviewing the likely reopening programme however the boat lift itself has already reopened.
- 9.3 Manchester City Council are looking at the effect of lockdown on local people within Greater Manchester and the benefits social prescribing can have in terms of wellbeing walks, cycling, etc. They have contacted us as our waterways can play a role in all these activities. They are producing a plan for and have invited Trust representation; we are currently waiting for the council to agree a date for the meeting.
- 9.4 We have received requests for access to our self-led well-being walk map which was created for Liverpool Riverside Walkway. This has been uploaded to our website, however there is a great opportunity to create these maps across our network within the northwest.

10. YORKSHIRE & NORTH EAST REGION

- 10.1 There have been ongoing issues with the pumping line which supplies the Sheffield and Tinsley canal. Following repairs in March/April a second fracture (adjacent to the original repair) occurred on 29th May. A temporary emergency abstraction from the River Don has been implemented to ensure levels into central Sheffield are maintained. It is estimated that up to 40m of pipeline needs excavating and replacing due to ground movement. Due to other stoppage work the canal has been non-operational for 7 months. We are considering options for a passage window.
- 10.2 Leeds Inland Port project is currently on hold. Following completion of detailed design and pricing by our framework contractor, the cost of constructing the port exceeds the available funding from West Yorkshire Combined Authority and there are concerns that the extra traffic will put a strain on both the navigation and the mechanical and electrical lock equipment. Significant investment is required to improve the resilience of this equipment and we are currently seeking funds for this work as part of a larger request to Government by our Chairman who has recently written to Steve Barclay MP. The Trust remain committed to increasing the amount of freight on our waterways but have to balance this with the risks the additional liabilities would incur.



11. CUSTOMER SERVICE SUPPORT

- 11.1 Boating & Mooring

- 11.1.1 We have continued with regular updates and bulletins to customers including additional specific boater's updates and the updating of guidance and FAQs (reviewed daily) communicating the Trusts response to the crisis.
- 11.1.2 Preparation of the 2020 Boater Report has begun. We will produce an online report with a pocket-size version published. The latter will contain useful boater information and links as well as key information from the Boater Report.
- 11.2 Boat Licensing Customer Support
 - 11.2.1 Open Contact have improved their initially reduced service (Mon-Fri 8am-6pm /9am-5pm for bank holidays) to cover weekends 10am-2pm from 20th June (this was previously covered by regional customer service teams through the lockdown). Customer Satisfaction across contacts was 81% in May (target 85%).
 - 11.2.2 Following the reinstatement of cruising requirements on 23rd May, overstay reminders began to be sent out from the end of June and wording has been moderated encouraging contact where boaters are facing personal challenges and issues.
 - 11.2.3 We continue to ask vulnerable boaters and those who are self-isolating or shielding to inform us so we can offer support and are keeping in regular contact with these people. Around 100 boaters have self-identified as vulnerable as a result of Covid-19.
 - 11.2.4 Our waterway chaplains have also continued to provide support via phone and email and our Welfare Officer has continued to have close contact with the chaplains. We are looking to pilot a 'shadowing day' for chaplains with volunteer lock keeper teams in two regions when it is safe to do so.
 - 11.2.5 Compliance - Cruising requirements were re-introduced on 23rd May, our sightings recommenced, and processes restarted. **Redacted.**
 - 11.2.6 **Redacted.**
 - 11.2.7 **Redacted**
 - 11.2.8 **Redacted.**
 - 11.2.9 The current contract with CBS (Section 8 boat removals) has been extended to October to accommodate the delays to the retender process.
 - 11.2.10 We have started a consultation on amending our licence terms & conditions. Including the introduction of a requirement for customers to cruise for boaters with a home mooring. Other changes proposed include requirement of production of insurance, right to request evidence of BSC exemption; removing self-declaration in some cases; and a requirement to provide full, new owner and keeper details. We intend to improve the readability of the document, consolidate the schedules and define terms that are currently undefined or ambiguous.
- 11.3 Fisheries
 - 11.3.1 We have extended the fisheries management term contract until spring 2021 on the basis it cannot be reviewed effectively given the challenges of Covid-19.
 - 11.3.2 A pollution incident on Lancaster canal has been dealt with at a cost of £11,000. We are working with the EA and hopeful of full cost recovery. Other more minor pollution incidents took place on the Rochdale Kennet & Avon and River Stort.

12. VOLUNTEERING

12.1 Volunteering

Aspect	Value
Total hours	1,496 (same period last year 146,511 hours)
Overall number of Trust Volunteers	3,446
Overall number of Partner Groups	412

- 12.1.1 Volunteering figures have been severely reduced due to the pandemic.
- 12.1.2 Weekly updates to active Trust volunteers incorporate messages from the Weekly Source; To Do Lists; Chief Executive's video message and operational update with regional variations. Feedback has been generally positive. We have also started fortnightly updates to partner groups.
- 12.1.3 We are closely monitored Facebook volunteer debates on topics such as our pause on volunteering for those who are clinically vulnerable. Now that government guidance is relaxing we have reintroduced volunteering for over 70's with risk assessment.
- 12.1.4 We have delivered 13 zoom talks to volunteers (724 attendees) on different subjects about the Trust's activities. Feedback has been unanimously positive with comments on how we can improve and develop further. We aim to continue these beyond lockdown.
- 12.1.5 Surveys – we have completed two surveys: returning to volunteering and wellbeing. The latter has led to us recruiting 11 Diary Keepers, volunteers who are keeping diaries for us to monitor their wellbeing in more depth during lockdown and as they return to volunteering. We will also recruit volunteers who will analyse these for us. Both were led by or involved the Insight and Evidence Team.
- 12.1.6 Wellbeing packs have been sent to over 60 Lead volunteers, similar to those sent to colleagues in May.

13. BRAND, SUPPORTERS & INFLUENCE

- 13.1 Letters were written in all regions to riparian MP's and many local authorities to update on the Trust's Covid-19 response and confirming our priority projects and initiatives within the constituencies. Responses have been positive including those received from offices of Sir Keir Starmer and Emily Thornberry. We will be writing to Emily to ask her to support our plans to contribute to improving air quality without discriminating against boaters. Islington eco-moorings will be highlighted as a project of interest.

13.2 Social Media

- 13.2.1 Volumes of online social media enquiries peaked at the start of the nationwide coronavirus lockdown with over 550% uplift in comments from our baseline although this has now stabilised at circa 125% above baseline values. Peaks occurring at weekends and with hot weather. We have implemented a 7-day cover for social media resulting in an increase in positive sentiment.
- 13.2.2 Week ending 12th June was dominated by the removal of the statue of Robert Milligan from London Docklands. The Trust's social media platforms experienced record high engagement levels with an increasingly wider audience. Volumes of comments about

the Trust increased by over 1,000% above current baseline over three days with our response praised by many. Several detractors felt the statue should have remained, the two audiences self-moderated without the need for the Trust to step-in. The overall sentiment can be considered positive with a split of 36.2% positive, 35.1% negative and 28.7% neutral. (Due to language used, a number of positive posts were picked up in the negative category, so the split is likely to be more favourable than shown).



APPENDIX 3: ASSET IMPROVEMENT REPORT

Simon Bamford, Asset Improvement Director.

1. PURPOSE

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

2. Positives and Challenges

- 2.1 Positive progression
 - 2.1.1 Even though much of Direct Services' work has been 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 There were no significant safety issues in the last two months of the year.
 - 2.1.3 The Covid-19 Protocols and procedures implemented by our contractors, Kier and Land & Water, have been of high quality and their frequent auditing and monitoring has ensured compliance whilst continuing to deliver works.
 - 2.1.4 The temporary transfer of Direct Services construction colleagues to the regions to support them with their safety critical work and emergency on-call rota has been successful and has forged stronger collaborative links amongst teams. There has been some excellent feedback from regional colleagues on how the team contributed to those safety critical works and the temporary transfer.
 - 2.1.5 The well-being survey results reflect the positive effort the Trust and colleagues have put into managing and communicating throughout the pandemic and the subsequent lockdown. This will undoubtedly help with colleague engagement in the future
- 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 June, and the works programmes for the year have been re-prioritised based on this assumption with the obvious reduction in outputs.

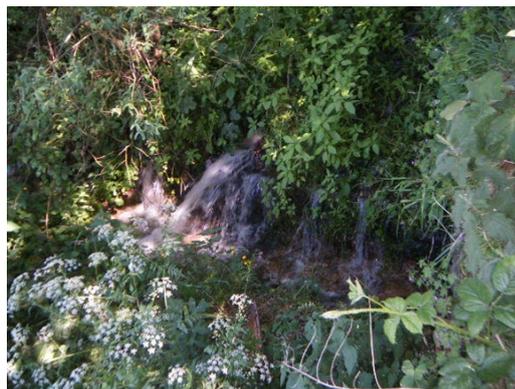
3. Asset Management

3.1 Recent Asset Failures

- 3.1.1 Sharpness Pier Damage. On 16th June 2020, a ship entering the lock misjudged the manoeuvre and struck the southern pier. A pilot was on board. An initial assessment has been undertaken by the Engineering Team and Keir have visited site to scope the make safe works and the full repair. The repairs are being processed through the ships insurance.



- 3.1.2 Culvert 80, Parbold & Douglas Embankment 17, Leeds and Liverpool Canal. The installation of temporary sheeting and grouting to a severe leak through the embankment was unsuccessful. Further work is being undertaken to seal the leak with clay. This is only intended as a short-term holding repair (10 – 12 months) while a priority project is planned and designed.



- 3.1.3 Tinsley Pumping Main. Replacement of damaged section of pumping main which feeds the Sheffield Basin and the Tinsley flight on the Sheffield and Tinsley Navigation. An initial repair was carried out on the cast iron main, but another section failed shortly afterwards. A condition assessment of the pumping main has concluded it is life expired and needs replacing.



- 3.1.4 Watford Lock 3, on the Leicester Line of the Grand Union. The offside bottom gate failed on 12th June 2020. Anecdotal evidence suggests the gate suffered boat impact, but it was not witnessed. A temporary repair has been made and a false heel designed and fabricated and the repair was completed by 3rd July.



3.2 Redacted

3.3 Asset Management

- 3.3.1 Work continues 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.
- 3.3.2 Other high-risk assets include culverts, aqueducts, public road bridges, locks, the Anderton boat lift, tunnels and sluices. The plan is to shift the condition of 167 high risk assets to at least a condition grade B over the next 7 years.
- 3.3.3 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.

3.4 Innovation

- 3.4.1 The project to test the use of drones for difficult access inspections is progressing. A drone is being used for the Principal Inspection at Lune Aqueduct on the Lancaster Canal. In addition, an underwater drone is being used for the inspection of the River Weaver sluices.

4. Redacted.

5. Priority Projects

5.1 Overview

- 5.1.1 Following the Government 'Lockdown' on 23rd March and suspension of all projects apart from 12no. safety critical projects a programme of gradually restarting essential projects was implemented through April and into May. Permission was given on 5th May to restart the remainder of the priority projects, including the dredging and Enterprise programmes as appropriate.
- 5.1.2 Currently only 3 projects remain on hold and 42 have been completed since the 'lockdown' was announced. 50 projects have been identified to restart and have either started or are in planning to start before September.

5.2 Safety

- 5.2.1 All Kier and L&WS sites have undertaken specific Covid-19 risk assessments and are operating safely within the guidance provided by the Construction Leadership Council. Weekly Covid-19 audits are being undertaken.

5.3 Financial & Programme Overview

- 5.3.1 A revised B20 plan has been developed to reflect the increased B19 project carry-over, additional works required at several reservoirs and the impact of Covid-19 pandemic on the agreed B20 plan. Given the impact of Covid-19 on the programme, expenditure will be c£3m less on Priority Projects in B20 compared to original plan. The plan has been reduced by a further £1.8m for Toddbrook which has been provisioned in B19.
- 5.3.2 The team are in the process of assessing the Compensation Events as a result of suspending works in response to Covid-19 and the impact of Covid-19 on restarted and future projects.

5.4 Project Delivery Team Resources

- 5.4.1 Retention and recruitment of engineers in the design and development team remains very challenging; the vacancy count currently stands at 25%. In the short term, we are covering this gap with secondments from Arcadis but are renewing recruitment efforts to employ the resources required to deliver the planned increase in reservoir and high risk asset projects.

5.5 Palmerston Street Embankment, Bollington - Clarence Mill

- 5.5.1 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 complete by the end of May.



5.6 Hurleston Lock 4 Rebuild, Llangollen Canal

- 5.6.1 Works on the £1.2m rebuild of the lock wall at Hurleston 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 completed by the end of May.



5.7 Lune Embankment, Lancaster

- 5.7.1 These works were assessed as safety critical and continued through the national lockdown. The towpath adjacent to working area was 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 end of May.



5.8 River Crane Aqueduct

5.8.1 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 Ground Penetrating Radar survey and boreholes were carried out and a revised design prepared. Work has now resumed with extensive temporary works in place to make the aqueduct safe whilst the repairs are undertaken.



5.9 Castleford Weir

- 5.9.1 The sluice access was modified by the local customer operations team and inspection of weir crest carried out on 5th May. The deal boards have been repaired by a combination of Direct Services and Kier. Kier have now started the permanent repair and are progressing well with grouting of the weir and construction of the causeway to allow piling of the toe to take place.



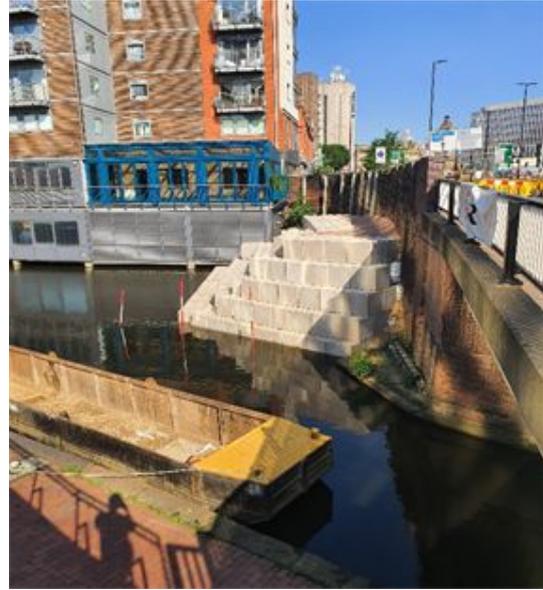
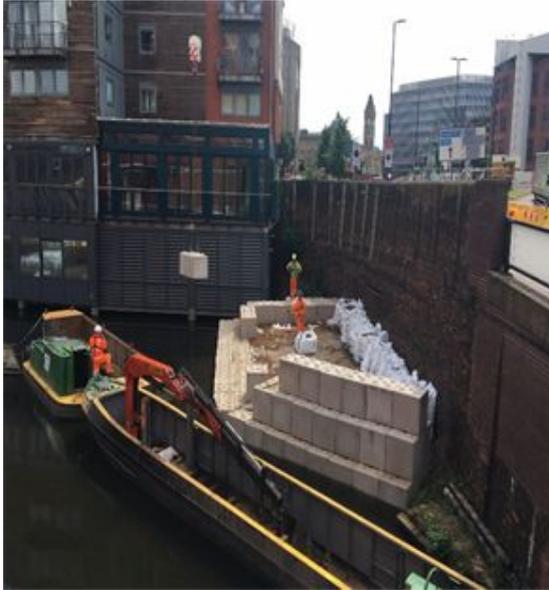
5.10 Birmingham Cycle Revolution, Perry Barr Access

- 5.10.1 The site remobilised following the coronavirus shutdown on the 18th May. Works are now nearing completion which will allow contractors to start work on the adjacent Commonwealth Games practice area next to the Alexandra Stadium.



5.11 Saturday Bridge, Birmingham

5.11.1 Works started on 26th May and are progressing well to stabilise the wall.



5.12 Bath Flight Dredging

5.12.1 Works are progressing well with the £260k Bath Flight dredging. Dredgings are being processed and disposed of to adjacent land.



6. Priority Works

6.1 B20 Priority Works Programme

- 6.1.1 Following the Government 'Lockdown' on 23rd March all Direct Services priority works projects were suspended as they were not deemed safety critical works. Lock gate manufacturing at our workshops in Bradley and Stanley Ferry was also temporarily shut down as a result of the lockdown. This significantly affected the Priority Works programme and budget for 2020/21. The budget was reviewed during April and reduced by £1.3m, reflecting the reduced programme capacity. A total of 202 packages of work were removed from the programme.
- 6.1.2 During May permission was granted to restart a number of Priority Projects, one of which was Castleford Weir – a project which required support and input from Direct Services in repairing the weir boards. The DS team worked hard to introduce additional safety controls to mitigate the additional risks posed by Covid-19 and agreement was reached between the Trust and Trade Union colleagues to re-start this work.
- 6.1.3 The success of the work at Castleford Weir afforded an opportunity to review other activities in the construction programme with a view to re-starting work earlier than planned. A total of 65 construction tasks were identified as either navigationally important (i.e. to re-open navigation) or where social distancing could be maintained. These tasks were risk assessed using the Trusts Covid-19 Principles and Protocols and work recommenced from 1st June. Construction colleagues on furlough have returned in a phased and managed way and re-inducted into the Trust.
- 6.1.4 These works included winter stoppages that were moth-balled at the start of lockdown: Drinkswater Bridge on the Oxford Canal and Hazelhurst Lock on the Caldon Canal – both sites have now started up again. Arising works to lock gates at Lock 3, Watford Locks (GU Leicester Line) and Greenham Lock (Kennet & Avon Canal) have also recently started.
- 6.1.5 The lock gate manufacturing programme was highlighted as a priority for the work in 2020/21 and following a safety review the workshop teams returned from furlough from 3rd June. Lock gate production is back up and running.
- 6.1.6 From 1st July, all but 31 colleagues will have returned from furlough to further support the reintroduction of the Priority Works programme. These 31 colleagues are either vulnerable/critically vulnerable or are shielding due to family members. It is expected that majority of these individuals will return on 1st August as the Government's restriction on vulnerable people is lifted.
- 6.1.7 Throughout the phased return colleagues have re-joined work optimistic and supportive of the Covid-19 safety controls and there have been no reports of any negativity or concerns.
- ### 6.2 Grantham Canal Heritage Initiative
- 6.2.1 Work was suspended on the project in March due to the Coronavirus crisis. The site manager returned from furlough in mid-June and is currently working on a plan to re-start construction activity from 1st July.

7. Unlocking The Severn

River Severn Construction delivery – progress update

7.1 Diglis

- 7.1.1 Works recommenced on site with the main excavation on Monday 11th May. Since this time, works have progressed extremely well, helped greatly by the prolonged dry weather. Excavation works were completed in mid-June.
- 7.1.2 The first concrete blinding pour in the base of the fish pass has taken place and this has been followed up with the steel reinforcement and pouring of the base slab during June.



7.2 Bevere

- 7.2.1 Kier commenced work to remobilise the site at Bevere in early May, initially commencing with the storm clean up and stabilising one of the earth banks that had slipped during the floods.
- 7.2.2 Main construction works commenced during w/c 18th May and is progressing very well. .



Site clean-up and boulder installation – Bevere

7.3 Lincomb

- 7.3.1 Site work recommenced on 20th April at Lincomb and we made excellent progress with the piling which was completed on 26th May.



Piling works at Lincomb weir

7.4 Holt

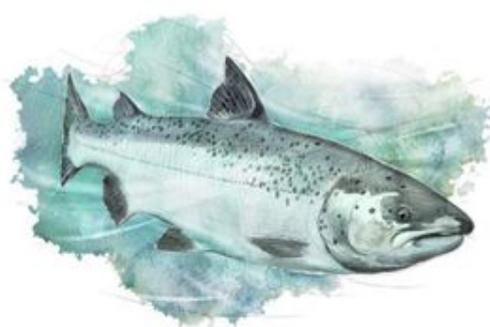
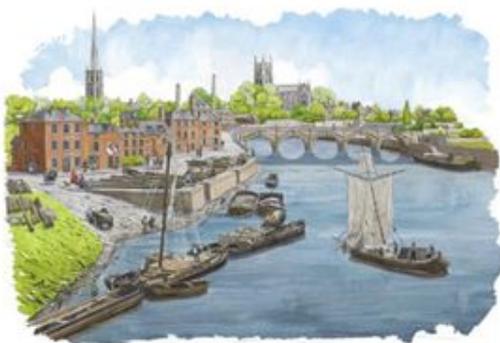
- 7.4.1 Works commenced with site set up on Monday 18th May consisting of establishing the site compound and building the jetty at the upstream site and preparing the ground adjacent to the weir.

Activity Plan / Interpretation / Communications – Workstream

- 7.4.2 All officers and apprentices in the Activity Plan team were furloughed from 8 April. This period was originally until the end of May but has been extended to the end of June. All their events, education activities and volunteering tasks have been cancelled for the spring and summer.

7.5 Interpretation

- 7.5.1 Illustrations are progressing well, these are mainly for the banners for the workshop, but also for the outside interpretation panels, and we plan to use one or two images in the travelling exhibition.



7.6 Events

- 7.6.1 We have secured permission from the Poetry Society and Nancy Campbell to use a recording of Nancy reciting her Ballad of the Shad, as a soundtrack over the film. <https://www.facebook.com/pages/category/Visual-Arts/Glimmer-105084444492756/>



Board Meeting
16 July 2020
Information Report
Appendix 6 to Chief Executive's Report
Text in red confidential

APPENDIX 6: STRATEGY, ENGAGEMENT & IMPACT REPORT

Heather Clarke, Strategy, Engagement & Impact Director

The purpose of this report is to provide the Board of Trustees with an update on the key activities of the Strategy, Engagement & Impact Directorate since May 2020.

1. Pitch to Government for Investment

1.1. Pitch Letter to the Treasury

On 5th June 2020 Allan Leighton and Richard Parry wrote to the Chief Secretary to the Treasury, Steve Barclay MP with a funding proposal which could fund work by the Trust whilst supporting the country's economic and social recovery from the Coronavirus pandemic.

The pitch letter sets out a proposition for a £200m programme of capital projects over five years including a range of shovel ready projects aligned with key government policy agendas.

Redacted.

1.2. Follow Up Letters & Riparian MPs

We have also issued letters to nine Government Ministers and supporting SpAds and civil servants within various Whitehall Departments as well as three of the Shadow Labour Cabinet and 81 riparian Conservative MPs with seats in the Midlands and the North. These letters were all tailored to reflect their respective Whitehall Departments' portfolio interests.

We received a response from Grant Shapps, Transport Secretary, who received a letter tailored to DfT priorities, identifying 150km of towpath for upgrade. He thanked us for our letter and requested further information in order to be considered as part of the spending review process.

1.3. Getting shovel ready & Capital bid building for spending review

Following the submission of our initial pitch letter to the Treasury we have been focussing on getting shovel ready.

On 8th July Rishi Sunak announced the Green Jobs Challenge Fund which will invest £40 million to create and protect 5,000 jobs at environmental charities and public authorities. Funding will also be provided for "clearing waterways", improving the natural environment and creating green space for people and wildlife. A minor works job-



creation / training scheme focused on our left-behind urban waterway areas; and environmental works including a contribution to the proposed “Conservation Rangers” programme pitched by a range of environmental NGOs are being developed in readiness for when calls for applications are made for this and future Funds.

Alongside the “Shovel-ready” preparations we have continued development of stand-alone capital bids for high risk assets; towpaths and water infrastructure.

2. Statutory & Charitable Funding & “Free” Resource (Contributions in Kind)

2.1. People’s Postcode Lottery (PPL)

The Government has announced that a new £50 million revenue limit will apply to society lottery license holders from 29th July 2020. **Redacted.**

Redacted.

The Trust has recently had its annual turn as PPL ‘Charity of the Week’ feature where we used the opportunity to highlight our Plastic Challenge campaign, making the most of the coverage in PPL’s channels.

2.2. Sport England

The Trust has secured funding from Sport England’s Inequalities Fund (£140k) – this funding is designed to help reduce the negative impact of COVID and the widening of the inequalities in sport and physical activity. The Trust will retain part of the grant to cover project delivery costs and will administer small grants programme to local organisations working with reach targeted audiences (BAME & Lower Social Economic Groups) within waterside communities in Pennine Lancashire.

2.3. Department for Transport (DfT)

The DfT have recently announced a £2bn funding package for Walking and Cycling. As a response, we have been working with the regions to develop a list of 30 priority towpath improvement projects and have commenced engagement with the respective local authorities so that our projects are included within their future funding bids to DfT.

2.4. Community Rehabilitation - MoU with Ministry of Justice (MoJ)

Ministry of Justice (MoJ) and Her Majesty’s Prison and Probation Service (HMPPS) are very keen to re-start their community sentence programme and we intend to start activity in July in at least four of our regions. We are currently developing an MoU with the MoJ, and this is a great opportunity for the Trust as HMPPS start to bring all CRC contracts back into the public sector in 2021.

2.5. EU Funding Programmes



All of our EU projects are continuing and are likely to be granted at least a 6-month extension. The NSR Interreg 'Isolation to Inclusion' project (which will test new and innovative interventions to alleviate isolation and loneliness) has now commenced.

2.6. Philanthropic & Corporate Giving

Major Donors

The draft design 'welcome booklet' which contains five thematic cases for support was kindly reviewed by two of our Trustees, **redacted**. In response to their feedback, we are now developing a few more gritty and inspiring appeal propositions around:

- community empowerment and resilience;
- building inclusive and integrated communities e.g. focussed around one of the Government's integrated communities target areas, such as Burnley and Blackburn;
- levelling up agenda / inequalities - regenerating places and access to green space and nature on the doorstep;
- London centric based around the Regents Canal.

Redacted.

Forward plans include a digital engagement event in early 2021.

Corporate Giving

The focus of the corporate fundraising remit remains on developing a strategy and operational framework for the central and regional teams going forward and putting into place the necessary building blocks to enable this.

Trusts & Foundations

The Trusts & Foundations portfolio is gaining momentum with five proposals in development **redacted**.

3. Individual Giving

3.1. Impact of Covid-19 & Friends Attrition Rate

Following the immediate impact of Covid-19, we have seen just over 2,000 direct debit cancellations since March. There was a spike in March, but both May and June have seen less cancellations than the previous year; with much of this due to the work of our supporter care team. Our Friends figure for June stands at 29,055.

Redacted

3.2. Reactivation Campaign for Lapsed Friends

This reactivation campaign has completed the initial phase, with a healthy response rate of 18% against a target of 5%. 116 Friends restarted their donations. The campaign will now be a rolling campaign which should lead to great activation.



3.3. Launch of New Lower-Entry Level Regular Giving Products

Our two new lower-level regular giving fundraising products – ‘A Place for us All’ and ‘Local Action against Global Pollution’ - went live on 2nd July. Our programme includes testing different messages using Facebook digital advertising as well as our owned organic channels – website, newsletter and social media – and we will be refining them based on the results.



3.4. New Website Pop-Up Call-To-Action (Guardian Style Model)

Our contextualised call-to-action boxes on the website to promote more explicit fundraising asks based on nudge-theory principles are being phased into our website alongside the launch of the new propositions on 2nd July.

3.5. In-Memory Dedication and Celebration Product

Following a period of testing and development, we will be launching our new in-memory dedication and celebration cash donation product on our website in July. This new functionality will enable people to dedicate a cash donation to an area or place, whilst having their dedication story published on our website.

3.6. Reactivation of Our Face to Face Fundraising Programme

We are working towards reactivating our face to face fundraising programme (in mid/late August in line with others in the sector, redacted) which has been slightly remodelled and will operate with a reduced complement of fundraisers. We are seeking to test an insight driven and targeted approach, providing the public with a consistent and sustained “Trust fundraising presence” on the towpath at specific, potentially high yielding locations. The fundraisers will be trialling our new low-entry IG product range, offering contactless giving, using distance sign up technology and wearing PPE (subject to risk assessment).

Our new F2F Fundraising Development Manager joined the Trust on 6th July. He has worked in the charity sector and in fundraising for over 18 years. Redacted.



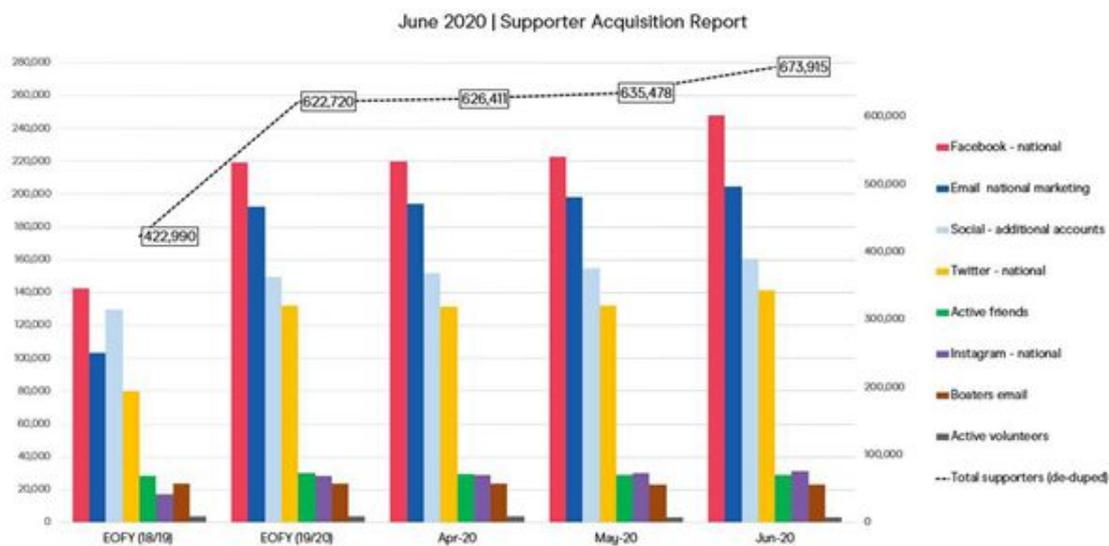
3.7. Waterways Charity Appeal

The Waterways Charity Appeal raised £15,750 and with our match funding this is a total of £31,500. The Awarding Panel, led by Sue Wilkinson, will meet on 13th July to review the 64 applications received and to agree the grants that are to be awarded. The successful organisations and projects will be notified shortly afterwards.

4. Brand & Support

4.1. Supporter Growth to Date

- 4.2. Our total supporter numbers grew to **673,915** (as of 30th June 2020), a growth of over 45,000 over the past two months.
- 4.3. The spike in growth can largely be attributed to an increase in the national Facebook account as well as email subscribers. We have actively promoted our digital space as a place for people to follow for moments of relaxation.



An example of the positive feedback we have received on our email newsletter and digital content in our website.

Redacted.

4.4. Plastic Challenge 2020 Campaign

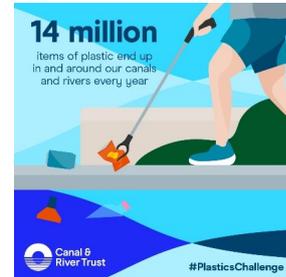
Our Plastic Challenge 2020 Campaign (which we launched in early June 2020) is going well with people sharing their #PlasticsChallenge stories with us on social media. Our celebrity influencers (including Saira Khan, Bill Bailey) have helped generate national media coverage after sharing their support of the campaign with their combined following of more than six million people. BBC’s Countryfile covered the campaign as well as features in the Sunday Mirror, The Sun, Daily Express and regional media, with



more than 40 pieces of broadcast and print. Several community groups have been in touch asking how they can support the campaign. We have been approached by the University of Arts London about their students creating installations out of the plastics they could collect. We are engaging with British Canoeing about joined up promotion of each other's litter-related campaigns.



Nicky Clarke (our campaign manager) with her daughter launching our Plastic Challenge 2020 Campaign (June 2020)



To date there has been more than one million impressions on our social media channels. The sentiment of comments around plastics and litter on our waterways has also seen a dramatic impact as a result of the campaign, with the majority of comments (69.2%) on the subject having positive sentiment compared to only 7.8% prior to launch.

We had an above average open rate of our supporter newsletter, which promoted the campaign, with nearly 70% of people who opened the email downloading the guide. In total there have been 5,472 downloads of the new interactive digital guide and 750 people signing up to our newsletter.

4.5. Digital Content

Our virtual content hub has had almost 100,000 unique views since launch late March. The best performing pieces of content were virtual walks and our 360 videos. As we move out of lockdown, we have seen a greater demand for walking routes, we are focussing on providing families with new trails and will be doing a series of 'audio tours', digital canal jigsaws, new 360 films and fresh drone footage. We also launched a waterway writing competition at the end of June to run through July and August to create user-generated content and to maintain engagement.

4.6. Signage

We have continued to produce new temporary signage to support the Trust and visitors with Covid-19 guidance. We are kick-starting our permanent signage programme for our key activation zones and outcomes focus areas.

4.7. People, Insight, Systems & Processes

Marketing Automation

Our 200,000-email subscriber database has grown in sophistication and targeting capabilities since we ported it over to our Marketing Automation platform, Marketo. It



has improved overall channel performance is now 5% above industry benchmark. We are now working on the process of migrating our financial supporter contact details.

Website

In May we saw an 86% increase in traffic following the easing of restrictions, with over 750,000 website visits (1.6m page views). This traffic level has continued in June with and 725,000 visits (1.6m page views) attributable to increases in organic searches, as people looked for local activities and places to go for exercise as well as angling and kayaking.

Integrated CRM System

Following extensive internal engagement, the system is now being built and developed by our provider with the data structure and layout of the system being confirmed by mid-July with the first stage of implementation (user experience testing) commencing on 10th August.

5. Policy & Public Affairs

5.1. Communication & Stakeholder Engagement with Ministers, Riparian MPs & Whitehall Officials

Richard Parry and members of the HS2 team met virtually with Andrew Stephenson MP (HS2 Minister) on 3rd June. Richard Parry also met with Simon Baynes MP and Craig Williams MP virtually on 19th June. **Reacted.**

Meetings have been held virtually with Jacob Rees-Mogg MP (Leader of the House of Commons and Lord President of the Council), with Rebecca Pow MP (Waterways Minister), and the new Shadow Voluntary Sector & Charities Minister, Rachael Maskell MP on 7th July.

5.2. Communication & Stakeholder Engagement with Welsh Decision Makers

Work since 1st May has revolved heavily around the increasingly divergent regulatory landscape in Wales in response to the pandemic. This has included writing to Ken Skates MS, the Welsh Government's Minister for Economy, Transport and North Wales and to the local authorities regarding the impact of Covid-19 on waterways businesses, and the work being done by the Trust during the pandemic.

6. Heritage, Environment & Water – Policy & Legislation

6.1. Heritage

Listed Building Consent Order (LBCO)

MHCLG have advised that responding to the pandemic has prevented further progress on the LBCO over the last few months. However, MHCLG has reassured us that the aim remains to get the LBCO finalised as soon as possible **redacted**. Progress is continuing on the LBCO electronic database, which will enable recording of all works carried out



to listed buildings under the scope of the Order - a test model is currently being trialled by colleagues.

Redacted

Redacted

Redacted

6.2. Environment

Richard Parry held a video call with the chair (Tony Juniper) and newly confirmed permanent Chief Executive (Marion Spain) of Natural England shortly after their additional funding for 2020/21 was announced. They expressed enthusiasm for the Trust becoming more involved in plans for the Government's Nature Recovery Network and an opportunity for the Trust to bid for funding to develop a monitoring programme for our protected sites **redacted**.

6.3. Water

In response to the recent Government and National Audit Office reports about future water resource management challenges for the UK, we are allocating some of our People's Postcode Lottery climate action funding to expanding our water resource strategy work. This will support future funding bids to improve the long-term security of our water resources.

7. Participation Development

7.1. Youth Social Action & Engagement

We have focused on engaging existing groups of young people virtually, developing new project proposals and funding propositions and creating themed youth-focused resources that will enable the regions to hit the ground running when current restrictions lift.

7.2. Learning & Skills

We are engaging with a wider audience and providing teachers, parents and families with support through our programme of digital learning, releasing learning bundles on bridges, boats, wellbeing and a corridor for nature including self-led resources.

7.3. Health & Wellbeing

The Trust has joined an NHS England group chaired by Head of Personalised Care at NHS England. The group's aim is to share thinking and ideas in order to suggest proposals for how the Trust and others from across the natural environment, health, public, voluntary and diversity sectors could, through nature-based solutions, support the NHS England's ambitions for the use of social prescribing to help equitable recovery post COVID.



8. Planning & Design Matters

8.1. Statutory Consultee – Duty to Respond & Report

We submitted our annual statutory consultee performance report to the MHCLG and Welsh Government. The Trust has exceeded the MHCLG's target rate of 80% - 95% with 97% of substantive responses within statutory deadline and / or agreed extensions of time. In 2019-20 circa £862k was secured through the planning process as contributions to works or works in kind on the Trust's network.

We responded to 496 planning application consultations in England & Wales in the period 1st April to 30th June 2020, which equated to 98% compliance (response within 21 days or agreed extension) in England, and 100% in Wales.

The Government's new Chief Planner, Joanna Averley, has also been appointed by MHCLG. **Redacted**. A letter of congratulations is being sent.

8.2. Planning Delivery

Since the 1st April, the National Planning Delivery Team has secured a further 11 planning and related permissions with decisions pending on a number of other submitted applications – sustaining the track record of the team in securing over 99% of consents. Recent consents include planning and associated listed building consent for: new Trust offices at the National Waterways Museum and at Ellesmere Port; and signage consents in two of our Brand Activation Zones, at Liverpool Docks and Dudley Port, Birmingham.

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

The Trust met with the Andrew Stephenson, Minister for HS2 in early June where we expressed our ongoing concerns regarding the approach to design and impact of specific HS2 structures over the canal network including Curzon Street Birmingham, Shropshire Union Canal Middlewich Branch Crossing (north of Crewe), and the crossings of the Erewash Canal near Sandiacre. We also took the opportunity to discuss opportunities for HS2, the Department for Transport and the Trust to work together to deliver environmental enhancements and better walking and cycling infrastructure in the vicinity of the new railway as part of the HS2 Road Safety initiative and the HS2 Green Corridor initiative.

Redacted.

Strategy, Engagement & Impact Director, July 2020