



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 18 March 2021 at 8:30am – 1pm via Zoom

Present:

Allan Leighton, Chair
Dame Jenny Abramsky, Deputy Chair
Nigel Annett CBE
Ben Gordon
Janet Hogben
Sir Chris Kelly
Jennie Price CBE
Tim Reeve (until 12pm)
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)

21/016 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.

21/017 DECLARATION OF INTERESTS (TRUST 534)

The Board noted the Register of Interests report ([Trust 534](#)).

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

21/018 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the Board of Trustees meeting held on 27 January 2021 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.

21/019 HEALTH & SAFETY REPORT (TRUST 535)

JS presented her report (Trust 535) which provided the Board with a review of Health and Safety for the period December 2020 to January 2021.

The Chair asked if the focus of discussions could be the Trust's response to recent safety incidents. The following aspects of JS's report were highlighted and discussed:

- The Board noted the new report style and JS requested feedback on any improvements;
- JS advised that the headline Riddor numbers indicated an improvement but additional Riddor incidents had occurred outside of the reporting period. The Trust had fifteen reported Riddor incidents that year compared to sixteen the previous year; and,
- JS brought to the Board's attention the three recent deaths (over the past 6 months) in Wigan and provided a brief overview of the circumstances of each incident. She confirmed that Daniel Greenhalgh, Director of North West, had already convened a Water Safety Partnership in Wigan.

JS delivered a [presentation](#) that provided further information upon the incidents.

The Board received the Health and Safety Report.

21/020 BUSINESS PLAN 2021 (TRUST 536)

SD presented the financial aspect of the Business Plan 2021 ([Trust 536](#)) taking the Board through the context and priorities of the plan.

21/021 GOVERNMENT GRANT REVIEW (TRUST 537)

The Government Grant Review report ([Trust 537](#)) was taken as read. HC and TD shared a [presentation](#) that covered the draft strategic objectives and revisited the Trustees' core legal obligations.

21/022 BRISTOL WATER (TRUST 538)

SM's report ([Trust 538](#)) on Bristol Water was taken as read with SM highlighting salient points from his paper.

21/023 GOVERNANCE REPORT (TRUST 539)

TD provided an overview of the key matters within his paper (Trust 539).

The Board:

- a) Noted the Trust Board meeting dates for 2022, the Annual Public Meeting date 2021 and the arrangements for the May 2021 Trust Board meeting;
- b) Approved the revised Asset Management Policy;
- c) Received the Charity Commission regulatory cases and sector update;
- d) Noted the appointments to the new Cultural Heritage Advisory Group;
- e) Approved the appointment to the West Midlands Regional Advisory Board of Nick Giess for a first term of office, from 18 March 2021 to 31 March 2024 and Councillor John McNicholas for a second term of office, from 18 March 2021 to 31 March 2024;
- f) Approved the re-appointment of David Hagg, Chair of the South West Regional Advisory Board, for two years from 31 March 2021 to 31 March 2023; and,
- g) Noted the update on recruitment for a Chair of the Yorkshire & North East Regional Advisory Board.

The Board expressed an interest in the terms of reference for the new Cultural Heritage Advisory Group; these would be included in the May governance report.

TD

21/024 FORWARD PLAN (TRUST 540)

The Board received the Forward Plan ([Trust 540](#)).

21/025 CHIEF EXECUTIVE'S REPORT (TRUST 541)

The Chief Executive's Report (Trust 541 and Appendices 1, 2, 3, 4, [5, 6, 7, 8](#) and [9](#)) was taken as read and the Chair invited the Executive Team to summarise any key issues from their paper.

- (a) **Appendix 2, Roadmap to Recovery:** A brief overview of the roadmap was provided to the Trustees, with the plans subject to government Covid-19 guidance;
- (b) **Appendix 3, Operations:** JS flagged the emergency response exercise that had been completed in West Midlands. She also highlighted the new proposals for vegetation management;
- (c) **Appendix 4, Infrastructure & Programmes:** SB advised that the previous few months had been challenging as Covid-19 had affected programme through staff absences and the programme had been impacted by poor weather too, with the stoppage being impacted by flooding again;

- (d) **Appendix 7, Strategy, Engagement & Impact:** HC confirmed that the new CRM system would launch during the week following the meeting. Face to face fundraising would shortly be reactivated. A new Head of Individual Giving and Legacy had joined the Trust.

The Board received the Chief Executive's report and appendices.

21/026 FINANCE DIRECTOR'S REPORT (TRUST 542)

SD introduced the Finance Director's Report ([Trust 542](#)) and summarised the key matters from his report.

The Board received the Finance Director's report.

21/027 MINUTES FROM COMMITTEES

The Board noted the [minutes](#) of recent meetings.

- (a) **Report from the Safeguarding Steering Group, 17 December 2020:** The Board received the report;
- (b) **Minutes of Grant Review Trustee Working Group meeting, 04 February 2021:** The Board received the minutes;
- (c) **Minutes of Audit & Risk Committee, 22 January 2021:** The Board received the minutes;
- (d) **Minutes of Grant Review Trustee Working Group meeting, 26 February 2021:** The Board received the minutes;
- (e) **Minutes of Infrastructure Committee, 03 March 2021:** The Board received the minutes;
- (f) **Report from Remuneration Committee held on 04 March 2021:** The Board received the report.

21/028 ANY OTHER BUSINESS

There being no matters of further business, the Chair closed the meeting at 11.45am.

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

Next meeting: 17 May 2021, London



HEALTH & SAFETY REPORT

Author: Julie Sharman, Chief Operating Officer

1 PURPOSE

- 1.1 This paper provides a review of Health and Safety performance for the period of December 2020 and January 2021 unless otherwise indicated. The report covers visitors, colleagues, volunteers and contractors.
- 1.2 The report includes detailed statistics and incident information and COVID-19 reports in the Appendices X, XI and XII.

2 PERFORMANCE REPORT

Trust People AFR has not been adjusted re: reduced hours during Covid working or reduced volunteering hrs	December and January 2021 AFR	Previous report to end of Nov 2020	Target B20
Colleagues	0.19		
Volunteers	0.41		
Contractors	0.32		
Trust Overall	0.25	0.28	0.15

RIDDOR Incidents (YTD)	December and January 2021	Current B20 YTD	Prior year B19 YTD
Colleagues	0	4	5
Volunteers	0	2	1
Contractors	1	4	2
Totals	1	10	8

Fatalities	December and January 2021	Current B20 YTD	Prior year B19 YTD
Canal	6	27	35
River	0	1	6
Dock Marina or Towpath	0	7	2
Totals	6	35	43

Public Infrastructure Related Injuries	December and January 2021	Current B20 YTD	Prior year B19 YTD
Numbers of Reported Incidents	8	46*	17

*YTD Figure includes 1 additional June 2020 Incident (#6925) raised in February 2021

3 EXECUTIVE DIRECTOR SUMMARY OF KEY RISKS

- 3.1 AFR / RIDDOR - There was 1 RIDDOR (contractor) in the reporting period, compared to 3 during the same period in B19. The Trust's overall rolling 12-month RIDDOR accident

frequency rate (AFR) at the end of the reporting period is 0.25 down from 0.28 at the end of November (AFR graph in Appendix I). The best possible outturn on AFR to year end March is 0.23 based on one confirmed NW colleague Riddor #6959 (Feb) and 1 contractor Riddor (Feb) at Lincomb Weir – Unlocking the Severn. More details will be included in the next report. In addition there has been a colleague injury which is likely to become reportable as an over 7-day injuries. Reportable injuries summary in [Appendix III](#). The ongoing numbers of reportable incidents continues to be of concern to the Executive team therefore safety messages are being built into all leadership communications and the safety culture steering group is being re energised to continue the next phase of safety culture change. See 4.4 for recent interventions on leadership and culture.

3.2 Fatalities

- 3.2.3 There were 6 fatalities, compared to 12 during the same period in B19. One death was the result of suicide at Marple Aqueduct, as a result we are reviewing the VRA at this location and engaging the Local Authority and other stakeholders in this review. Other incidents do not give rise to specific concerns at this point although we expect that further information may emerge in due course. Details in [Appendix II](#).
- 3.2.4 There is concern over 3 recent deaths in Wigan. The Coroner has written to the Trust following the second death of a young man on the Wigan flight of locks within a month, the first fatality was in August and the second in September 2020. In addition, within the last week, a third death has occurred (although the circumstances appear somewhat different). After the original fatality in August the NW region convened a new Water Safety Partnership comprising initially of the Council and Fire & Rescue service, 3 meetings have been held. We are responding to the coroner jointly with Wigan Council. [Redacted](#).

3.3 Public Safety

- 3.3.1 [Redacted](#).
- 3.3.2 The rise in infrastructure related injuries and will adversely affect the B20 stewardship score. This has been discussed with our Head of Asset Strategy.
- 3.3.3 Of concern was a serious and reportable injury sustained by a MoP at Bank Dole Lock at the junction with the River Aire and the Aire & Calder navigation (ID#6773). [Redacted](#).
- 3.3.4 We are continuing with our analysis of towpath notifications to understand whether a modified approach would support a reduction in infrastructure related injuries. In 2020 the number of notifications created increased by over 600. The majority relate to grass surface and unbound stone surface problems. Whilst the data doesn't link directly back to specific incidents, it does show some historical patterns in areas where incidents are occurring. We have further work to review this data and in parallel we are reviewing prioritisation of towpath defects and condition notifications.

3.3.5 [Redacted](#).

3.3.6 [Redacted](#).

3.4 Colleague Safety

- 3.4.1 Incident investigations are being completed regularly for all injuries or notable incidents, however these need to be completed more promptly so additional reporting and reminders have been set up. More local discussion of incidents is required to identify root causes of incidents. The executive is reviewing each reportable injury and serious incidents as part of our meetings and contributing to the recommended actions.

- 3.4.2 We had a serious near miss when a guard flew off a chainsaw. This highlighted an issue relating to service checks. We reminded all line managers via a safety alert about this incident so that any tools overdue a service check are removed from use. In addition, we are tracking compliance to ensure all teams are resolving overdue service checks.
- Redacted.**
- 3.5 **COVID19**– There have been no reportable (RIDDOR) events relating to Covid infection to date and 49 colleagues have tested positive for the virus (end of January). To date, 801 different users across the Trust have completed 41,600 dynamic risk assessments. Through the network of H&S Reps, employees were encouraged to engage in their local authority lateral flow testing arrangements, whereby they could be tested on their way to work. This captures asymptomatic colleagues who can isolate immediately without the potential to infect others.
- 3.6 **Redacted.**

4 H&S IMPROVEMENTS

- 4.1 **Redacted.**
- 4.2 **Occupational Health Checks** – Christmas saw the launch of the deferred annual occupational health checks for 321 colleagues. Take up has been slower than normal due to concerns from some colleagues re: COVID19. Medigold have supplied details of their Covid compliance and assurances which has been widely shared. To date 96 appointment are booked, a further 130 appointment slots are available with a further 4 regions still to confirm dates. Feedback from colleagues who have attended checks so far express they are happy with the measures being undertaken by Medigold on the day.
- 4.3 **Lifejacket Contract Tender** – during the lifejacket supply and service tender, it became clear that the Trust currently ‘potentially’ has circa 4000 lifejackets in circulation. Of these, 1508 were last services between 2 – 5 years, past the manufacturer’s recommendation. A safety alert has been circulated advising these jackets to be withdrawn from use. We had hoped to outsource the monitoring as part of the tender but this isn’t available, a national monitoring system will be implemented.
- 4.4 **Safety Culture:** – 128 colleagues attended the 1-day virtual Safety Leadership Training with over 90% saying they would recommend the workshop to a colleague. A survey will take place in late April to assess if the attendees have used their new skills. More training sessions are being planned for autumn 2021. The Culture Steering Group have agreed the updated culture road map following the delays caused by COVID. The 2nd and 3rd toolbox talks were also shared across the Trust around the safety behaviours of Speak Out, Stand up and Share Ideas.
- 4.5 **PeopleSafe** – The Trust has appointed Peoplesafe as the new specialist lone working solutions provider. From the 1st February priority users will transfer to the new system and the lone working standard has been updated to reflect the new facility.
- 4.6 **Introducing JESIP** - Following the event at Toddbrook reservoir incident review it was identified that the Trust had not yet adopted the JESIP emergency command structure of the emergency services. The Trust have reviewed our emergency response procedures and aligned our standards to the JESIP principles and manager/operations training packages have now been launched on line in Trust-ED

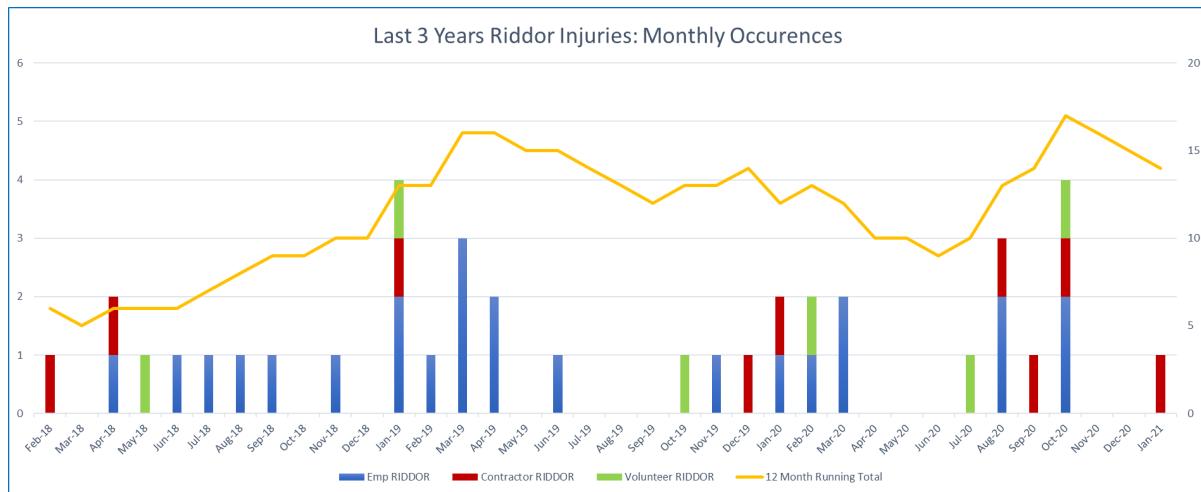
- 4.7 **Welfare Provision Survey** – supported by the National H&S Committee a welfare survey has been launched. The survey will look at the basic welfare facilities, onsite units, use of third party facilities as well as peripatetic workers, such as length inspectors. It will also include questions for the first time relating to female colleagues in the field. The results will be compared to those gathered in January 2019 and shared with the committee in April 2021.

5 PORTS, DOCKS AND HARBOURS

- 5.1 **Ports Get Well Plan** – Following Trustees decision to appoint Chief Operating Officer as Duty Holder and appoint an external designated person, Duty Holder Training (by Marico Marine) will take place on 18 March 2021 with the Get Well Plan workshop (facilitated by Marico Marine) was held on 16 February. Discussions with Marico have taken place; they will temporarily become the Trust's Designated Person whilst the contract is tendered.
- 5.2 **MCA Visit, London** – in December the MCA undertook a health check visit at West India and Millwall Docks. The MCA endorsed the direction the Trust is taking with the Port and believe we are progressing on a strong foundation, recognising that there is still much to do. The issues raised by the MCA will be added to the Get Well Plan.
- 5.3 Extracts from the PMSC reports are in the Appendix -Article XIII.

APPENDICES

Article I. Rolling Graph of RIDDOR Injuries



Article II. Redacted

Article III. Redacted

Article IV. Redacted

Article V. Redacted

Article VI. Redacted

Article VII. Redacted

Article VIII. Redacted

Article IX. Redacted

Article X. SAFETY REPORTS- SUMMARY

Safety Report	December and January 2020	2020/21 YTD	2019/20 YTD
Positive Intervention Reports	216	764	569
Near Miss Reports	132	883	866
Loss, Injury or Death Reports	142	847	936
Threat/ aggression to colleagues**	(11)	(88)	(92)
TOTALS	490	2494	2371

**Number included in above sections.

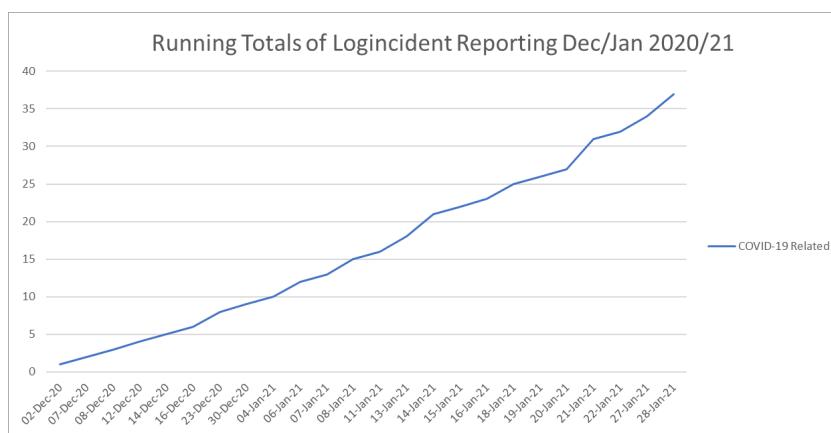
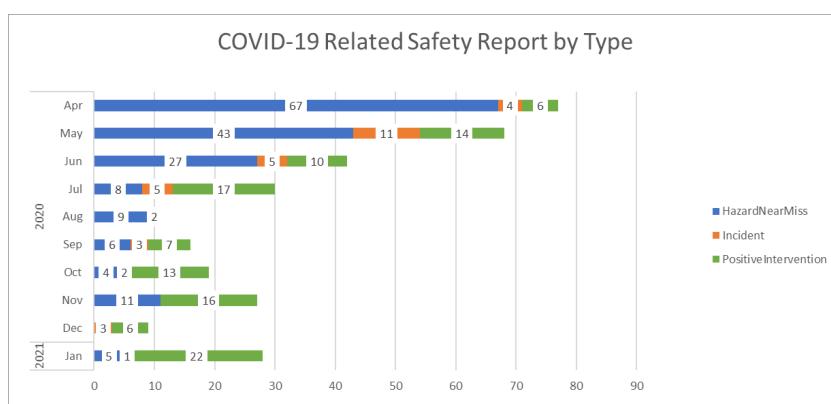
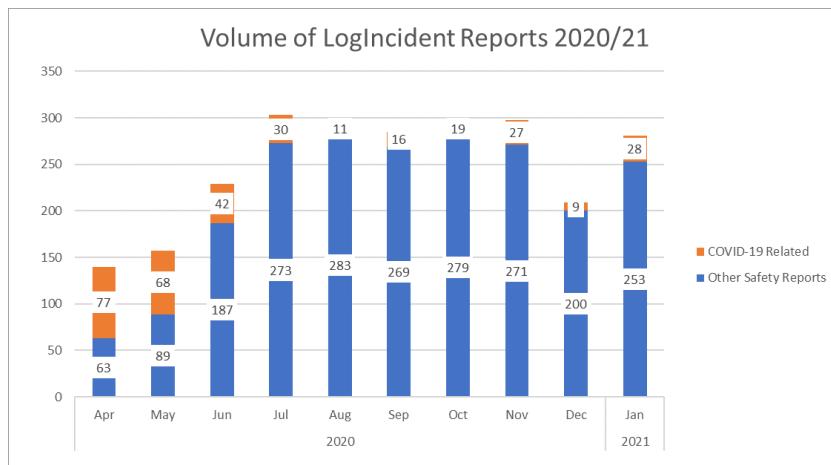
Article XI. SAFETY REPORTS- DETAILS

What Happened	HazardNearMiss	Change	Incident	Change	Grand Total	Change
Slipped, tripped or fell on same level	24 (18.2%)	● -23	34 (23.9%)	● -3	58 (21.2%)	● -23
Accidental damage property/asset/equipment	28 (21.2%)	● 9	20 (14.1%)	● 5	48 (17.5%)	● 9
Structural or equipment failure	10 (7.6%)	● -11	5 (3.5%)	● 1	15 (5.5%)	● -11
Threatening/aggressive behavior towards Colleague(s)	2 (1.5%)	● 2	9 (6.3%)	● -14	11 (4.0%)	● 2
SSoW (safe systems of work)	10 (7.6%)	● -6	6 (4.2%)	● 2	16 (5.8%)	● -6
Boat sink/capsize/hangup	3 (2.3%)	● -11	1 (0.7%)	● -4	4 (1.5%)	● -11
Hit by moving, falling object or vehicle	7 (5.3%)	● 0	8 (5.6%)	● -1	15 (5.5%)	● 0
Hit something fixed or stationary	1 (0.8%)	● 0	5 (3.5%)	● -9	6 (2.2%)	● 0
Covid 19	7 (5.3%)	● -6	4 (2.8%)	● 2	11 (4.0%)	● -6
Fall from height	4 (3.0%)	● -3	3 (2.1%)	● -4	7 (2.6%)	● -3
Road traffic incident	4 (3.0%)	● 0	10 (7.0%)	● 0	14 (5.1%)	● 0
Injured by vegetation / plants	5 (3.8%)	● -3	2 (1.4%)	● -2	7 (2.6%)	● -3
Exposure to harmful substance	7 (5.3%)	● 0	1 (0.7%)	● -3	8 (2.9%)	● 0
Injury from machinery / equipment	2 (1.5%)	● -2	4 (2.8%)	● -3	6 (2.2%)	● -2
Body Found	0 (0.0%)	● 0	6 (4.2%)	● -4	6 (2.2%)	● 0
Animal/insect incident	4 (3.0%)	● 3	3 (2.1%)	● -2	7 (2.6%)	● 3
Person recovered from water	0 (0.0%)	● 0	12 (8.5%)	● 6	12 (4.4%)	● 0
Handling, lifting or carrying	1 (0.8%)	● 0	5 (3.5%)	● 0	6 (2.2%)	● 0
Fire/explosion incident	1 (0.8%)	● -1	0 (0.0%)	● -4	1 (0.4%)	● -1
Personal Protective Equipment	3 (2.3%)	● 1	0 (0.0%)	● -3	3 (1.1%)	● 1
Threatening/aggressive behaviour	0 (0.0%)	● -2	0 (0.0%)	● -2	0 (0.0%)	● -2
Training/Competence	2 (1.5%)	● -2	3 (2.1%)	● 3	5 (1.8%)	● -2
Electrical contact/discharge	3 (2.3%)	● 1	1 (0.7%)	● 1	4 (1.5%)	● 1
Unsafe condition or hazard	0 (0.0%)	● -2	0 (0.0%)	● 0	0 (0.0%)	● -2
Unsafe Act	1 (0.8%)	● 0	0 (0.0%)	● 0	1 (0.4%)	● 0
Unauthorised access	3 (2.3%)	● 3	0 (0.0%)	● 0	3 (1.1%)	● 3
Grand Total	132 (100.0%)	● -53	142 (100.0%)	● -38	274 (100.0%)	● -53

This list excludes antisocial behaviour reports and positive interventions.

Article XII. COVID-19 RELATED REPORTS December 2020 and January 2021

Section 12.01 There has been a slight increase in covid specific incident reports in the January compared with December. Dynamic risk assessments undertaken still remain high. Most reports have arisen from colleagues in East Midlands and Direct Services and relate to heightened awareness of observing covid secure workplaces confirmed by the numbers of positive interventions in the two months which is likely to relate to the 'to the left' initiative.



Article XIII. PMSC Reports

- (a) **West India Docks, L&SE:** Phase 1 of the Oil Spill Response Training is complete with the Harbour Master requalified in MCA 5P (Spill Operations Executive Commander) and the Deputy too is now qualified. 11 operatives have completed the MCA 2 course, Oil Spill Response, thus the harbour is compliant, with practical training to be conducted 31 Mar. and the exercise schedule to follow. Discussions with legal colleagues continue as there is a need for a legislation review of the Docks, to be conducted post Options Paper where both legislation and an appropriate Navigation Risk Assessment (NRA) will be triggered.
- (b) **River Ouse Harbour Area, Y&NE:** The Aire & Calder breach at New Bridge near East Cowick has prevented all inland water freight from operating. ABP Goole Docks are increasingly concerned at the lack of dock water. Work on the breach is ongoing to determine the cause and preferred method of repair. Traffic affected is the oil traffic to Rotherham and aggregate to Leeds. Shipping movements to Howdendyke did show a slight increase in level but this has seems to have levelled again. Development of the inland port at Leeds remains on hold, plans are in place to seek additional funding to support the project.
- (c) **Liverpool Docks, NW:** The current stoppage work includes repair to Albert Passage Dock gate hydraulic ram and repair to Canning River Entrance gate as well as the closure of Brunswick Lock for essential maintenance and repairs. Replacement of the control systems at Canning River Entrance/Albert Passage will be starting in March. All projects are M&E related, with AMCO/GIFFIN being the main contractor on all three projects. Following the suspended dredging of the Canning River Entrance approaches in March 2020, Land & Water will now recommence on 15th March. Liverpool City Council have proposed a major Tall Ships Festival in Liverpool in 2023 with the Trust involved in the ongoing discussions
- (d) **Sharpness, W&SW:** After a quiet January due to Brexit uncertainty shipping tonnages are steadily increasing with 12 vessels due for the first two weeks of March. Oil Pollution Response (OPRC) Returns were made to the MCA in January with no concerns reported from the MCA. Navigational Risk Assessment (NRA) will be updated in March. Sluice 1.2 and middle gate mitre are due replacement and repair in March to reduce water loss from the middle gates. Sharpness Tidal basin batter continues to be failing, should failure occur there is the risk that the port will be closed so temporary repair plans are now underway.



Trust Board Meeting
18 March 2021
Information & Decision Report
Trust 539
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:

- 2.1.1 Note the Trust Board meeting dates for 2022 (section 3), the Annual Public Meeting date 2021 (section 4) and the arrangements for the May 2021 Trust Board meeting (section 5);
- 2.1.2 **Redacted;**
- 2.1.3 **Redacted;**
- 2.1.4 **Redacted;**
- 2.1.5 Approve the revised Asset Management Policy (section 10);
- 2.1.6 **Redacted;**
- 2.1.7 Receive the Charity Commission regulatory cases and sector update (section 13);
- 2.1.8 Note the appointments to the new Cultural Heritage Advisory Group (section 14);
- 2.1.9 Approve the appointment to the West Midlands Regional Advisory Board of Nick Giess for a first term of office, from 18 March 2021 to 31 March 2024 and Councillor John McNicholas for a second term of office, from 18 March 2021 to 31 March 2024 (section 15);
- 2.1.10 Approve the re-appointment of David Hagg, Chair of the South West Regional Advisory Board, for two years from 31 March 2021 to 31 March 2023 (section 15);
- 2.1.11 Note the update on recruitment for a Chair of the Yorkshire & North East Regional Advisory Board (section 15).

3 TRUST BOARD MEETING DATES 2022

- 3.1 Meeting dates for the Trust Board in 2022 have been set as follows:

- 26 & 27 January 2022
- 16 & 17 March 2022 (16 March 2022 will be a Council meeting)

- 18 & 19 May 2022
- 20 & 21 July 2022
- 21 & 22 September 2022 (21 September 2022 will be a Council meeting & AGM)
- 23 & 24 November 2022

3.2 Meeting requests will follow. The Corporate Governance Manager will be in touch with Committee Chairs to set Committee meeting dates.

4 ANNUAL PUBLIC MEETING (APM) 2021

4.1 The 2021 APM has been scheduled for 10 September 2021 (likely to be 10.30am – 1pm). Due to the success of last year's online APM, it is planned that the event will be held online once more. Trustees are asked to hold the date in their diaries.

5 ARRANGEMENTS FOR MAY 2021 TRUST BOARD MEETING

5.1 Presently Trustees have 18 and 19 May 2021 held in their diaries for the two-day Board programme in London. The lockdown restrictions are currently projected to lift on 17 May 2021 which would enable the programme to go ahead, with social distancing. Clearly, these plans are subject to change dependent upon Government policy, but an outline programme is proposed:

- Afternoon of 18 May 2021: site visit in London
- Early evening of 18 May 2021: Trustee and Executive meal (outside)
- Overnight stay in London (optional)
- Morning of 19 May 2021: Board meeting at a suitably sized venue to allow for social distancing.

5.2 For Trustees unable to attend, a Board meeting venue will be selected that enables Trustees to join by Zoom.

6 REDACTED

7 REDACTED

8 REDACTED

9 REDACTED

10 ASSET MANAGEMENT POLICY

10.1 The Trust has revised its asset management policy (Appendix 1). The Board is asked to approve the revised policy.

11 REDACTED

12 REDACTED

13 CHARITY COMMISSION REGULATORY CASES/SECTOR UPDATE

13.1 The following Charity Commission cases have been reported:

Charity	Commission Action	Conclusion	Relevance of Case
The Bersam Trust	Inquiry Decision	<p>Non-compliance with governing document regarding the number of Trustees and unmanaged conflicts of interests. Trustees did not comply with the action plan put in place by the Commission. Issues arose relating to paid employment by trustees and loans that did not appear to be properly managed. Financial activity could not be reconciled.</p> <p>Commission concluded that £1.9m had been borrowed without any written documentation which exposed the charity to undue risk. Trustees managed the charity in a way risked compromising its independence. Official Warning given to those trustees holding office at that time.</p>	<p>Trustees asked to note the case.</p> <p>Matter not believed to occur at the Trust as all loans at the Trust are documented and have agreements in place. Trustees make decisions in a manner consistent with the governing documents.</p> <p>Trustees are aware of the duty to report potential and actual conflicts of interest – register is presented to each meeting.</p>
Idaara Maarif-E-Islam and The Voice of Truth	Inquiry Decision	<p>The Voice of Truth (TVOT): Unincorporated charity. Removed in 2018 as no longer operated.</p> <p>Idaara Maarif-E-Islam (IMEI): Unincorporated charity.</p> <p>Suggestions that gift aid claims made by TVOT related to donations made to IMEI. Signatories to TVOT's bank account were not current serving trustees and large sums had been transferred to one individual known as Trustee A. Trustee A and his family were involved in the administration and management of both charities.</p> <p>Commission concluded misconduct /mismanagement in the administration of TVOT. Removed from the register and Trustee A has been disqualified for ten years.</p> <p>Commission found poor governance within IMEI but did not amount to misconduct and/or mismanagement.</p>	<p>Trustees asked to note the case.</p> <p>Matter not believed to be likely to occur at the Trust as the Trust has in place appropriate financial controls., accounts are externally audited and conflict of interests of Trustees are managed through the declaration of interest process.</p>
Oxfam	Progress on safeguarding actions.	See below.	Relevant to Trustees.
The Central Gurdwara (British Isles) London Khalsa Jatha	Inquiry decision	Operational compliance case was opened due to concerns over poor internal governance and a trustee dispute, resulting in the 15 former trustees being issued with an action plan in 2014. The Commission opened a monitoring case to see if the action plan had been implemented. The Commission concluded the action plan had not been fully complied with. A statutory inquiry was opened.	Trustees asked to note the case, particularly the Charity Commission's recommendation to the new trustees to recover any money lost due to a breach of trust/duty by the

		<p>The inquiry concluded that a dispute between former trustees had negatively impacted the charity's governance, so they were unable to effectively manage the charity's finances, amounting to misconduct and/or mismanagement in the administration of the charity. The Trustees had been made aware of the risk to the charity and provided with guidance, but this was not followed, again amounting to misconduct and/or mismanagement. The new trustees were deemed capable of acting in the best interests of the charity and the Commission had confidence they would implement the advice and guidance. The Commission suggested that the new trustees could, providing they believe it to be in the best interests of the charity, consider if it had lost money as a result of the former trustees and seek to recover any money lost due to a breach of trust/duty by the former trustees.</p>	<p>former trustees. Circumstances deemed unlikely to arise at the Trust as Trustees are aware of their legal responsibilities of a charitable company.</p>
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13.2 Oxfam Safeguarding Follow Up Charity Commission Review

- 13.2.1 Trustees will be aware of the Charity Commission's investigation into safeguarding at Oxfam in 2019 leading to an official warning being issued alongside 100 actions for improvement. The Charity Commission has published a follow-up report considering the progress made by Oxfam. The Commission concluded that the majority of the recommendations had been addressed (4 remained outstanding) but felt there had been sufficient improvement made. The Commission has reverted to the standard regulatory oversight of Oxfam. The follow-up report can be found [here](#).
- 13.2.2 An independent assessor was appointed to independently examine and assess the effectiveness of Oxfam's action plan implementation. These actions broadly covered:
- development of a 3-year safeguarding strategy and business plan (including succession planning for safeguarding staff);
 - strengthening its safeguarding adults, children, bullying and harassment, preventing sexual exploitation and abuse, and survivors' policies and associated procedures;
 - strengthen its internal audit function relating to shops in the UK and complete overdue audits. Risk framework also to be improved to prioritise safeguarding;
 - ensure safeguarding and Oxfam's values were embedded into its recruitment literature and processes;
 - ensuring trustees, managers and other key staff received appropriate safeguarding and case management training;
 - enhancing trustee's understanding of the serious incident reporting process; and,

- strengthening reporting arrangements to the Safeguarding Committee and Trustee Board.
- 13.2.3 The Trust's safeguarding activities differ significantly to Oxfam. Since the initial report into Oxfam, the Trust has put in place the following safeguarding actions:
- Refreshed its safeguarding policy;
 - Refreshed its mandatory training module for colleagues (including Trustees completing the training);
 - Taken steps to embed safeguarding into recruitment;
 - Introduced a safeguarding Trustee and created a Safeguarding Steering Group (SSG);
 - Minutes of the SSG are reported to the Trust Board with the opportunity for the Safeguarding Trustee to flag any issues;
 - Refreshed the serious incident reporting standard (to be presented as part of the new corporate governance policy, as part of the policy and assurance work).
- 13.2.4 These safeguarding actions are believed to be appropriate and proportionate to the Trust. The arrangements will continue to be reviewed in line with sector developments and best practice.
- 13.3 Kids Company High Court Decision
- 13.3.1 Trustees may be aware of the recent case relating to Kids Company, a charitable company limited by guarantee. In February 2021, the High Court ruled against the Official Receiver in its case to disqualify the directors and the CEO (Camila Batmanghelidjh) of Kids Company.
- 13.3.2 The Court decided that although the trustees/directors of a charitable company are subject to the same duties of other companies, the fact that "Kids Company" was a charity could not be ignored, and so reaffirmed the historical benevolence shown by the Court to charity trustees where there has been no dishonesty or intentional breach of duty. The Court considered the trustees' conduct in the context of the charity and concluded that conduct that, *"might merit a finding of unfitness in a director of a commercial company would not necessarily lead to the same conclusion in a charitable company."*
- 13.3.3 The Official Receiver had sought to argue that the trustees/directors were responsible for financial mismanagement, in that they had allowed the charity to operate an unsustainable business model. The primary purpose of an application to disqualify directors, as made by the Official Receiver, was identified as being to protect the public.
- 13.3.4 The Court was of the opinion that the public, however, did not need any protection from the trustees/directors of Kids Company, who were described in the judgment as "a group of highly impressive and dedicated individuals who selflessly gave enormous amounts of their time to what was clearly a highly challenging trusteeship". The Court concluded that disqualification of any of the Kids Company trustees was unwarranted.

- 13.3.5 The CEO was not an appointed director/trustee of Kids Company, but the Official Receiver had argued that she was a de facto director¹ as she attended board meetings, contributed to debates, entered into transactions on behalf of the company and played a central role in its operation. The Court concluded that the CEO was not a de facto director as she was at all times subject to the trustee's supervision and authority.
- 13.3.6 This case may be of interest to Trustees as the Trust, like Kids Company, is a charitable company limited by guarantee. The decision validates the Court's tolerance for Trustees who have not committed fraud or deliberately mislead or managed a charity's resources.
- 13.3.7 The Court determined that the CEO was not a de facto director of the charity. At the Trust, the Board is constituted solely of skilled and independent non-executive directors, with no executive directors on the board. The Trust has an Executive Team, but these are not legal directors of the Trust. The Chief Executive does attend board meetings and contributes to decision-making, but he is subject to the Trust's scheme of delegation and reports directly to the Chair of the Board. Thus, he acts under the supervision of the Trustees. The Trust has in place a clear role description for the Chief Executive and has robust and effective governance arrangements in place – (such as the scheme of delegation and Trustees meeting in camera). This case provides reassurance to Trustees that they can delegate authority to executive management without any de facto director issues arising.
- 13.3.8 Trustees are asked to note this case. The Charity Commission's investigation into Kids Company was put on hold pending the outcome of the Official Receiver's case (the Official Receiver has indicated they may appeal). The case and any outcomes will be monitored by the corporate governance team.

13.4 National Trust Slavery Links Report - Charity Commission Decision

- 13.4.1 The Charity Commission has ruled that the National Trust did not breach charity law by publishing a report that making links between its country house properties and the UK's history of colonialism and slavery.
- 13.4.2 The Commission exonerated the trust of claims that it has acted outside of its charitable purposes and had acted legally and responsibly at all times and would face no regulatory action.
- 13.4.3 The Commission states said that while the concerns raised about the trust had the potential to damage the charity's reputation, it found the charity had acted appropriately in its commission of the report and have provided a well reasonable justification for why the report furthered the charity's purposes.
- 13.5 The Charity Commission has announced Ian Karet's appointment as the Interim Chair of the Charity Commission from 27 February 2021 to 26 August 2021 whilst recruitment for a permanent chair is undertaken.

¹ Defined as a person who has not been formally appointed but who is 'occupying the position of a director'.

- 13.6 The Charity Commission has launched a campaign aimed at Trustees to promote the basic governance matters Trustees should be aware of. The campaign and 5 minute guides can be found [here](#).
- 13.7 Trustees may be interested in two reports published by ACEVO about disability in civil society leadership. The reports can be found [here](#) and [here](#).
- 13.8 The Fundraising Regulator has released its [annual report 2019/20](#) which provides insights into a difficult fundraising year. Key headlines are:
 - An increase in the number of voluntary registrations, particularly amongst small charities (up 35% compared to 2018/19);
 - The number of charities paying the voluntary levy (a contribution made by charities with annual fundraising costs greater than £100k) increased;
 - Complaints to the Fundraising Regulator increased by 35% on 2018/19 with the majority of complaints focusing on charity bags, online fundraising, and face-to-face fundraising. Complaints decreased during lockdown but increased once fundraising picked up again later in the year; and
 - 21 investigations were completed with themes including providing misleading information, applying undue pressure to donate and poor complaints handing.
- 13.9 The ICSA recently reported on [Board Effectiveness Reviews](#) (also available in Diligent: in the resources area, directors' duties & guides folder). Whilst the scope of the review was limited to listed companies, there are some recommendations that Trustees may believe to be relevant to the Trust (as a charitable company), particularly as a board effectiveness review is being undertaken:
 - External independent board reviews are a good mechanism for improvement of the board and the company (the report stopped short of defining "independence", leaving this to boards to determine);
 - The role of the reviewer is to identify any issues that the board should consider, the board's role is to take appropriate action to address them and the role of stakeholders is to hold the board to account for the effectiveness of those actions;
 - Board reviewers can provide other services to companies but any conflicts of interest or threats to the independence of the reviewer are managed and it should be indicated in the annual report if the fees paid for the board performance review exceed those paid for other services
 - Companies should disclose if their relationship with the reviewer exceeds six years and if so, explain how any conflicts of interest or threats to reviewer independence are managed. An explanation should be provided by the company if the reviewer has any connections to the person leading the appointment process for the reviewer
- 13.10 Redacted.
- 13.11 Companies House recently concluded several consultations, including one about the powers and role of Companies House, to give the registrar new powers to query information and to strengthen the registrar's powers in certain areas. The corporate governance team will monitor the consultation and report back any relevant outcomes.
- 13.12 The [Hampton Alexander Review has released its 2020 report](#) looking at gender balance on FTSE 350 boards. Headline figures show the number of women on FTSE

350 boards rose by 50% from 682 to 1,026 in five years, with women representing around 34.3% of board appointments. Whilst the Trust does not fall within the remit of this review, it currently performs above this target with women representing 50% of Trust Board appointments.

APPOINTMENTS

14 CULTURAL HERITAGE ADVISORY GROUP

- 14.1 The Heritage Advisory Group was disbanded in 2019/20 and a newly created Cultural Heritage Advisory Group has been created. Appointments to Advisory Groups form part of the delegated powers to the Chief Executive. The Board is asked to note the following appointments to the Group:

Nigel Barker-Mills, Chair

Redacted.

Dr Nigel Crowe

Redacted.

Sandra Stancliffe

Redacted.

Dr Jennifer Hagan

Redacted.

David Rudlin

Redacted.

Rebecca Madgin

Redacted.

Lizzie Glithero-West

Redacted.

Neil Redfern

Redacted.

Elizabeth Adams

Redacted.

15 REGIONAL ADVISORY BOARD APPOINTMENTS

- 15.1 The Chair of the West Midlands Regional Advisory Board recommends the appointment of Nick Giess for a first term of office, from 18 March 2021 to 31 March 2024.

Redacted.

- 15.2 The Chair of the West Midlands Regional Advisory Board recommends the

appointment of Councillor John McNicholas for a second term of office, from 18 March 2021 to 31 March 2024.

Redacted.

- 15.3 It is recommended that David Hagg, the Chair of the South West Regional Advisory is appointed for a third term of office, for two years from 31 March 2021 to 31 March 2023. **Redacted.**

Redacted.

- 15.4 **Recruitment for a Chair of the Yorkshire & North East Regional Advisory Board**
15.4.1 The Trust has launched a recruitment campaign with NuRole for a Chair of the Y&NE Regional Advisory Board. **Redacted.**

March 2021



Asset Management Policy

Summary

The Canal & River Trust is custodian of 2000 miles of inland waterways in England and Wales which are of historical, environmental, cultural and economic importance to the nation. Our vision is for living waterways that transform places and enrich lives.

Our waterway assets include many buildings, engineering structures, fixed equipment, water resources, natural habitats, and historical sites and objects that make up the landscape of our waterways, reservoirs and docks. We are committed to managing these assets as efficiently, effectively and sustainably as possible to ensure that our waterways continue to provide a range of services and public benefits at best value to our customers and stakeholders.

This Asset Management Policy encompasses a set of policy statements and a set of underlying asset management principles. It applies to all infrastructure assets that enable access to, and use and enjoyment of, our waterways and towpaths, such as the waterway channels, banks and towpaths, cuttings and embankments, bridges, aqueducts, tunnels, locks, and associated mechanical and electrical equipment.

It does not apply to the natural assets (such as hedgerows and trees) and historical sites and objects along our waterways and towpaths, operational and non-operational property, customer facilities and other customer service related assets, museums, vehicles, floating and other mobile plant and equipment.

The policy applies to all asset-related activities, where applicable (wherever carried out in the Trust) to effectively manage asset risk, through inspection, monitoring, maintenance, refurbishment and renewal of existing assets and the acquisition or design and installation of new assets to enhance our waterways and towpaths,

This policy applies to all Trust employees, contractors and volunteers involved in activities affecting the above assets and all relevant suppliers of asset management services.

Custodian: Richard Wakelen, Head of Asset Management

Amendment record:

Issue	Date	Changes
1	31 May 2016	Original
2	31 March 2021	Review of scope and alignment with <i>Realising value from waterways</i> . Strategic Asset Management Plan (SAMP) 2021 (Issue 3).



**Canal &
River Trust**

Making life better by water

Appendix 2

Asset Management Policy

We shall:

- Align our asset management approach with our Charitable Objects and our 10-year strategy, *Living Waterways Transform Places and Enrich Lives*;
- Maintain the safety, availability, reliability and resilience of our waterways;
- Continuously evaluate the impact and mitigation of climate change;
- Manage our assets and associated risk, systems and waterways sustainably, giving consideration to long-term financial, societal, cultural and environmental impacts;
- Carry out our asset management activities in accordance with relevant legislative and statutory requirements; and
- Manage our assets efficiently and effectively and seek to continually improve our asset management to assure best value to our customers and stakeholders.

To achieve this, we will:

- Engage with colleagues, customers, contractors, and stakeholders to understand the ambitions for waterways and communicate our approach to asset management through our Strategic Asset Management Plan (SAMP);
- Employ and develop people with appropriate capabilities to manage and maintain our assets;
- Manage the impacts of our activities upon the natural and historic environment, and climate change, in accordance with our Natural Environment and Heritage Policies;
- Base asset management decisions on evaluations of alternatives that consider the life cycle costs, benefits and risks of assets and the asset systems they are a part of;
- Develop integrated business systems and processes to ensure an efficient and effective approach to asset management,
- Collect and maintain appropriate high-quality data and information to allow us to make the best decisions about our assets;
- Carry out all work activities efficiently and seek innovative techniques and new technologies to improve our performance;
- Continue to develop our asset management system in accordance with ISO 55001; and
- Report annual performance against asset management targets.

This Policy is endorsed by the Executive and Trustees of the Canal & River Trust. It will be reviewed regularly to ensure it remains fit for purpose and continues to reflect the requirements of our customers and stakeholders.

Richard Parry
Chief Executive
Canal & River Trust

Allan Leighton
Chairman
Canal & River Trust

Date: 31 March 2021



TEXT IN RED CONFIDENTIAL

MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – MARCH 2021

1. INTRODUCTION

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

2. CORONAVIRUS

- 2.1 The progress with the vaccine rollout and the Government's timetable for coming out of the lockdown has given us a clear timeline for re-opening and re-starting other activities on the waterways. Appendix 1 summarises the timeline for the principal strands of our work. The immediate focus is on readiness for full navigation to resume from 12 April and other community activities on a larger scale from 17 May, according to current dates (in England). The Wales Government's timetable will be announced prior to the meeting and the consequences for the Trust's plans will be shared at the meeting.
- 2.2 Our work programmes have continued, with some disruption – from both Covid and the bad weather – and it is anticipated that most sites will have been handed back for operation by the end of this month, with the exception of recent breaches (Aire & Calder, Shropshire Union) and landslips (Trent & Mersey).
- 2.3 We now have 59 colleagues who have tested positive for Covid-19 since October, up 21 since the last meeting. None have, to our knowledge, required hospitalisation. All offices remain closed for all but essential use.

3. REDACTED

4. PERFORMANCE

- 4.1 Appendix 1 sets out the year-to-date performance indicator results for the 2020/21 year. Safety performance continues to be worse than target, as presented in the Health & Safety report. Boater satisfaction is some way from target but the current Annual Boater Census will provide an update before the year end, and colleague (employee and volunteer) engagement measures will also be informed by the survey that has just launched.

5. EXECUTIVE REPORTS

- 5.1 The Executive's reports feature as Appendices 3 to 8. **Redacted.**

Chief Executive
March 2021



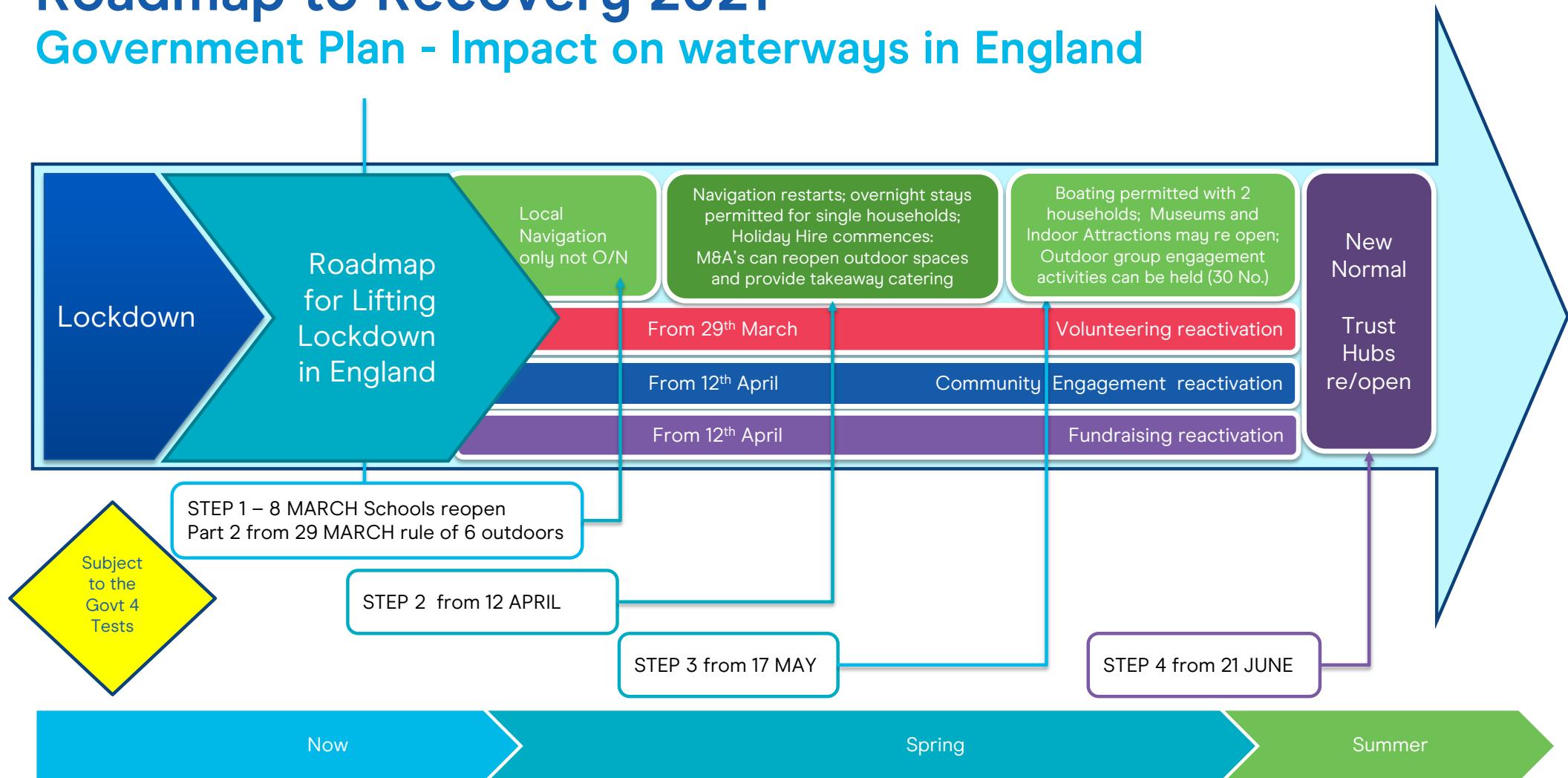
APPENDIX 1: Key Performance Measures and Targets – 2020/21

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Jan 2021 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	8.2m	9.5m	9.2 million users / visitors
	Satisfaction Rating - user & visitor experience	Towpath User Satisfaction	84%	85%	87%
		Boater Satisfaction	62%	70%	67%
Improving our public safety and health & safety of our colleagues	Public Safety	No. of reported incidents due to infrastructure	43	15	17
	Safety of our Colleagues	Combined employee, volunteer/contractor RIDDOR accident frequency rating	0.25	0.15	0.22
Good overall waterway condition (assets, water, heritage/environment)	Asset Health Index	Aggregate combination of asset condition score (0 to 100) & consequence of failure (1 to 5)	44.3	TBC	44.2
Being inclusive - Growing the number of local users & BAME participant	Local Users & BAME Participation (1km)	% of local people (living within 1km) using our waterways regularly	48%	45%	42%
		% of local people from BAME communities using our waterways regularly	47%	42%	38%

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			Jan 2021 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	76%	75%	75%
	Feel Safe by Water	Proportion of visitors to/users of the Trust's waterways rating their personal security as excellent or good	80%	77%	82%
Growing our brand awareness, particularly those living within 1km	Brand Awareness (All & 1km)	% of prompted awareness of the Trust among total population & local people	48% (all) 63% (1km)	50% (all) 56% (1km)	46% (all) 57% (1km)
Building a strong and broad supporter base	Supporter Growth	Nº of Supporters (active & passive)	836,546	750,000	626,992
		Nº of active Friends & other regular individual donors	28,059	28,000	30,049
Improving colleague engagement & diversity of those working & volunteering for C&RT	Diversity	% of colleagues from BAME background	4.7%	4.8%	4.6%
		D&I - % of recent hires BaME	11.0%	12.5%	N/A
	Colleague Engagement (Employee/ Volunteers)	Colleague engagement score	73%	70%	66%
		Volunteers	75%	71%	71%
Expanding our volunteer base/impact	Active Volunteers	No. of volunteer hours & No. of active Trust volunteers	207,985 2,598	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	86.92%	TBC	87.06%
	Flood Management	Condition of flood management assets graded C or better	Annual KPI	TBC	99.25%

Roadmap to Recovery 2021

Government Plan - Impact on waterways in England



In Wales, the next review of lockdown rules is due on 12 March



Trust Board Meeting
18th March 2021
Information Report
Appendix 3 to Chief Executive's Report
Text in red confidential

APPENDIX 3: OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

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

2. WHAT'S GOING WELL, NOT SO WELL

2.1 Positives

- 2.1.1 Cross-directorate effort that has been required to respond and recover from Storm Christoph with extensive first response required from the Regions.
- 2.1.2 The recruitment for Kickstart group leader roles has started well with 5/6 appointed from internal applicants and recruitment plans for the Kickstarters underway to commence work in June. Phil Mulligan Director EM is leading on the project oversight for the Trust.
- 2.1.3 In December two regions (Y&NE and NW) achieved a 100% customer contact satisfaction score (all responses were 'satisfied' or 'very satisfied').

2.2 Challenges

- 2.2.1 Maintaining morale during the extended lockdown with the on-going homeworking.

3. OPERATIONS - Covid-19 pandemic response

- 3.1 Through our health and safety committee representatives we are encouraging colleagues to use the community testing programme wherever they can. This has been well received but is not universally available owing to the differences in individual local authority application of the process.
- 3.2 At the current time there are 96 colleagues in the operations directorate who are full or part time furloughed. However many are now returning as we look to restart activities next month.
- 3.3 We have issued to colleagues and volunteers our roadmap to recovery which maps out the reopening of the network in England following the Government's announcement on 22nd February.
- 3.4 We re-introduced the essential travel only requirement for boating customers. Suspending the 14 day movement requirement for boaters without a home mooring. We have reiterated the support mechanisms that are available to people through the chaplaincy, our teams and the suspended travel requirements.

4. OPERATIONS – General

4.1 Storm Christoph

- 4.1.1 Over the nights of 21st and 22nd January Storm Christoph brought significant rain, snow and widespread flooding across the country and particularly impacted in the north west. In the lead up to the event local managers were linked to local emergency

resilience forums and throughout we were able to play our part in this national event. The significant effort in the initial management and subsequent recovery, has impacted our winter works programme. Arrangements are in hand to conclude a post incident review.

- 4.1.2 The worst effects were experienced in Cheshire and Greater Manchester. The assurance plan for managing the water levels at Toddbrook Reservoir was tested and although the reservoir filled to the highest level since it was drained. Significant inflows caused damage to the inlet area and washouts of the bywash with 2,000 additional sandbags installed and repairs were undertaken. Operational improvements have been identified the automation of the bywash penstock are in hand.
- 4.1.3 The damage to NW assets is substantial, and the strategic North South routes on the Shropshire Union and Trent & Mersey Canals are currently closed and will not be open for the start of the boating season. The heavy rain also caused a section of the dam embankment to slip at Elton Reservoir. The emergency drawdown plan was implemented, and the area made safe. The reservoir is being inspected daily whilst long term repairs are planned. A section of retaining boundary wall collapsed in the Belfield area on the Rochdale Canal. High Water levels and overflow from the River Gowy resulted in a breach and closure between locks 10 and 11 on the Shropshire Union Canal. A landslip at Nursey Wood Embankment on the Trent & Mersey Canal has caused the navigation and towpath to be closed.
- 4.1.4 The River Weaver Navigation reached record levels leading to significant damage to bridges and other infrastructure. Water overtopped the locks and onto the towpath in many locations; this caused damage to towpaths, the marina in Northwich, and most of our SCADA and MEICA assets were damaged. The resultant flooding damaged our two large swing bridges in Northwich and Acton Bridge resulting in road closures for a number of days, whilst the structures were pumped free of water and inspected. Many boats suffered damage and were washed off their moorings.
- 4.1.5 At Anderton Boat Lift the high water levels flooded the whole lift area and the sump pumps were submerged causing their failure, the lift has now reopened for essential passage.
- 4.1.6 In Y&NE, navigations remained in flood throughout. During the event, robust handovers between operational team and on-call Duty Supervisors providing overnight cover worked well. There has been a widespread impact on the M&E assets where these have become flooded/affected by debris
- 4.1.7 In WSW, advanced action to reduce water levels via weirs on the Monmouthshire & Brecon Canal was effective. These were closely monitored throughout the 20th January and no further measures were needed. There was a localised overtopping near Pencelli (Swansea Canal) as well as partial towpath flooding.
- 4.1.8 WMS – Worcester-Birmingham and Droitwich Barge canals have been affected by the recent weather and indeed by Storm Christoph. This resulted in flood conditions



and receding water levels leaving behind siltation posing a risk to users which was quickly managed by our volunteers, flood levels reached the highest on the River Severn in recorded history. Similarly Storm Christoph flooded the area between Alrewas and Wychnor. The team worked all weekend to manage this and make safe.

4.2 Operational incidents

- 4.2.1 WMS - A landslip at Woodseaves Cutting on the Shropshire Union has caused significant damage and has completely blocked the towpath and navigation. The embankment team are assessing the area for safety and planning the works.



4.3 Water Resources

4.3.1 Emergency abstractions

- 4.3.1.1 Our third recent emergency abstraction, exercising the Trust's emergency powers, commenced in early February to replenish water lost from the Shropshire Union Canal breach which took place during Storm Christoph.
- 4.3.1.2 Our arrangement for Combs Reservoir/Goyt remains. EA are continuing their stance that an environmental permit is needed for the discharge from the reservoir (and they have advised similarly for Toddbrook Reservoir). We disagree and are reviewing our stance taking account of counsel's advice to avoid setting unacceptable precedents.

5. ORGANISATION

- 5.1 Advisory Boards- The Navigation Advisory Group has updated its Terms of Reference and over the next year will see change of Chair and rotation of members.

6. LONDON & SOUTH EAST REGION

- 6.1 In Docklands we are continuing the work to deliver compliance and governance through 3 Port Marine Safety Code consultation groups. The Blue Lights (local authority and emergency services), Commercial Group and Recreation Users are well supported and have seen positive feedback along with recognition that the Trust is leading the Port agenda.
- 6.2 Between Tottenham and Enfield is one of our more challenging spots regarding rough sleeping and fly tipping and we are working with Haringey council who have been helping rehome people. The picture shows the extent of waste and fly-tipped material collected along the stretch.
-
- 6.3 2 online workshops have taken place to engage residents and students from the Queen Mary University in co-designing an under-used canalside area along the Regent's canal in Tower Hamlets. 32 participants received a posted pack of resources so that they could interact and contribute during the workshop. The workshops have been a success and there was much enthusiasm in the group about this space being improved.
- 6.4 Communities in the London Borough of Ealing are being asked to contribute their ideas to an online Feasibility Study to propose improvements to five focus areas along 15km of canal network in Southall, and to promote and sustain physical activity within the community (51% of the borough's population live within a 12-minute walk). The purpose is to encourage residents towards a more happy and healthy lifestyle through a

combination of physical upgrades, safety improvements and innovative community-led activities.

- 6.5 We have held a series of online coffee mornings to increase communication with our volunteers. 29 have attended so far and 1 morning is planned every month this year. Local managers answered questions and chatted informally with volunteers who have not been active during the last few months. The Regional Director also answered questions and engaged about wider Trust plans.
- 6.6 Plans for the Water Safety Zone have been finalised with support from both Lea and Broxbourne Rowing Clubs after 5 years of discussion. Next steps will be the communication plan to boaters and to begin installing signage. Planning for the training of the Volunteer Mooring Rangers is also underway.
- 6.7 Working with Tower Hamlets Council and the Museum of London Docklands we have [launched a consultation](#) regarding the future of Robert Milligan statue and plinth. Government is setting out new legislation to ensure that all historic statues, plaques and other monuments will now require full planning permission to be removed. In January, a group of artists added their own art installation to the empty plinth which we have agreed can remain.
- 6.8 Welsh Harp Reservoir - local stakeholder interest has adopted a more positive tone since the photographs and tweets of litter and debris uncovered by the reservoir drawdown initially circulated in the media. The Regional Director appeared on ITV London to give the Trust's perspective. The 1m drawdown of the SSSI was in order to deliver reservoir improvement works. The region has met with local councillors, residents and friend's groups where our action plan was shared. The Trust has identified Welsh Harp as a Green Flag Award site (target by 2023).
- 6.9 The recent publicity and community involvement with the events at Brent Reservoir has opened up new partnerships with community groups and conversations around collaboration for future environmental events which will be a focus for our Community Roots work. It has provided the opportunity to virtually connect with local residents to come up with an initiative to tackle the on-going rubbish problem in Alperton. We want to launch a 'Bag – a – Day' campaign when COVID restrictions allow. Working in partnership with Thames21 to engage local schools and artists to design artwork and interpretations panels in Quainton Street to attract people to explore the path by the canal.



7. WALES & SOUTH WEST REGION

- 7.1 A workshop will be held in April with Bristol Water relating to our water supply agreement and specific concerns about security and resilience. Discussions with Kier on emergency response preparedness are ongoing to further improve our emergency plans.
- 7.2 In January W&SW produced a [virtual open day at Caen Hill](#) focussing on current works and promoting the ecology and heritage significance. To date we have had over 65,000 views.
- 7.3 National Waterways Museum Gloucester (NWMG). The [virtual tour for the museum](#) is now live on the Trust's website with colleagues talking about the history of the docks as well as some of their favourite exhibits.
- 7.4 A programme of activity on the water is in development for 2021/22 at Gloucester Docks, on the G&S and in South Wales. We will train colleagues and (in particular) volunteers, to

deliver these sessions. This will enable longer-term partnership/volunteer delivery and increase our resource to deliver a range of these activities across the region. In addition, Gloucester Council continue to make plans for the Tall Ships Festival to be held later in 2021.

- 7.5 Entries are open for the Mon & Brec Canalathon, planned for September 11th. We hope that the annual event will be able to take place in line with any restrictions in place at the time, following cancellation in 2020.
- 7.6 Designs for three Step by Step leaflets – Brecon, Goytre and Pontymoile have been completed and are in the process of being translated. The leaflets have points of heritage interest and distance measured stage points marked on tear-off walk pads to encourage users to extend their physical activity. The bilingual leaflets will be a key aspect of our promotion of the Trust's health and wellbeing programme on the Mon & Brec. Future locations are being scoped for the other canals in Wales, with an initial focus on the Montgomery.
- 7.7 Phase 2 of the Hinterland arts programme is planned to re-start in the spring/summer (restrictions allowing). This will include Ahoi What Grows Here, Performance Butty and Pont-Y-Ddol.
- 7.8 Stakeholder event for the Trevor Basin Masterplan set for March to be hosted by the Trust Bwrdd's Chair Steve Thomas, Leader of Wrexham CBC Mark Pritchard, and Solutia UK Director Steve Westhead. Following a successful partnership to date the previously agreed Heads of Terms have been reviewed to ensure continued collaborative working.
- 7.9 The 'Montgomery Canal (Brynderwen Lock to Freestone Lock) SAC enhancement through channel management' project has started with in-channel management, overhanging tree cutting and refurbishment and refitting of the weed boat. The project is funded in full by a £245k grant from the Welsh Government's Sustainable Management Scheme Natura 2000 (N2K) fund.
- 7.10 The £434k funding agreement for the Gloucester & Sharpness Canal Phase III towpath improvements between Rea Bridge and Sellars Bridge is now fully signed and the work is expected to commence in March via our contractor Kier.
- 7.11 On the Mon & Brec £136k of towpath work started on 15th February, improving 10km of towpath and forming match funding for the Canals Communities and Wellbeing project , in partnership with Powys County Council, Brecon Beacons National Park Authority (BBNPA) and Wildlife Trusts. This section of towpath work is being organised by BBNPA under the CRT Code of Practise for Third Party Works.
- 7.12 Following approval of an E.O.I. a partnership £1M Canals Communities and Wellbeing bid has been submitted for Welsh Government ENRaW (Enabling Natural Resources and Wellbeing) funds, to be determined in March. The project focuses on the Mon & Brec and Montgomery Canals, supporting wellbeing through improvements to the towpaths and linking rights of way, community engagement, interpretation, and biodiversity enhancements.



8. WEST MIDLANDS REGION

- 8.1 New submissions have been made for Green Flag Awards in Coventry and Kidsgrove.
- 8.2 £600k funding secured to tackle invasive species in an innovative deal from Severn Trent Water to fund work in this region, includes the EM, parts of the NW and W8SW.
- 8.3 New trail cameras have been put into use at Belvide Reservoir SSSI to record wildlife present in the area; so far, several species of small mammals along with tawny owls and foxes. It is hoped that species such as barn owls, otters and badgers will also be recorded as the year progresses. You can see an owl in photo.
- 8.4 Wellbeing - by the end of January, 68,000 volunteer hours delivered, which is about 40% of the total for the Trust.
- 8.5 We are continuing to pursue the very promising Town Deals with a number of local authorities.
- 8.6 A Severn Trent water pipe burst at Aston Locks, the subsequent weight of water damaged and brought down approx. 26m of wall, the Birmingham team worked hard to get the dangerous wall cleared and the Towpath and got it back open. Engineers are liaising with Severn Trent to claim back cost of damage.
- 8.7 Getting Games ready - As part of the CWG works the Reactive Team and other ops teams, have been busy working on new access points on the Rushall Canal, Sutton Road Bridge, Aston Locks, Soho Loop and Coventry. The photo sample below demonstrates extent of improvement being achieved.



- 8.8 Our conversations with the CWG OC Cultural Team continue and we are one of three key groups to be included in the brief of a £50k open call aimed at connecting green and blue spaces across the region. The brief calls for 2 new artworks to attract a minimum of 5,000 people between March – Sept 2022. The target audience for this piece will be Youth, Deaf and Disabled and those communities who are linked to the Commonwealth. The Trust have put forward key target areas across the region which will be a focus for the brief and will go live in March.

9. EAST MIDLANDS REGION

- 9.1 Storm Darcey which fell shortly after Storm Christoph was a significant issue in the region. Severe conditions led to a hopper, moored near Newark Nether Lock, to come adrift before being caught at the weir boom at Cromwell. A combined effort from Direct Services and Operations secured this and two other hoppers which had been displaced on the River Trent.



- 9.2 Local teams are piloting the use of a new branded biodegradable tape to replace the use of plastic, orange netting. The netting was not only unsightly but environmentally damaging if it came loose.
- 9.3 Ongoing fly tipping issues are continuing on the Market Harborough Arm along with discharges to the canal from the Greenacre travellers site. Waste material left on the bank (not Trust owned) has generated negative media coverage and comments from users. We have discussed the issues with Harborough District Council Environmental Health team and agreed to invite the Leicestershire County Council Multi-Agency Travellers Unit to future multi-party meetings.
- 9.4 Nottinghamshire Fire & Rescue helped install floating reed beds with our volunteers at Castle Wharf. This will soften the edges of the canal and give the waterway a more natural feel, bringing more life into the historic centre of the city. This example of collaborative working was made possible through the new Nottingham Canal Improvement Partnership.
- 9.5 We have worked with Castle Marina in Nottingham to develop a solution to magnet fishing debris along the canal. The marina has agreed that metal waste can be taken there for storage and disposal saving a large amount of colleague time and resources.
- 9.6 Our EM partnership with WASUP (World Against Single Use Plastic) has now been formalised, and the group, who are committed to fighting the environmental impact of single use plastics, has adopted a stretch of the Grand Union Canal in Leicester. They plan to undertake a number of canal clean-ups with their volunteers and intend to work closely with our local team to install a community garden at Belgrave Lock in Leicester.
- 9.7 New volunteering opportunities have been developed and include a reward and recognition volunteer who will help organise and deliver reward and recognition events for volunteers, research local awards programmes, support any internal awards judging and help the team to ensure volunteers receive Trust recognition gifts.
- 9.8 Planning permission has now been agreed for Memory Lane moorings scheme which will see 7 residential and 4-6 visitor moorings created.
- 9.9 The Nottinghamshire Green Social Prescribing bid to government was successful and the Trust has secured £25K towards a new wellbeing post. A Thriving Communities partnership bid has been submitted with the outcome due in early March.



10. NORTH WEST REGION

- 10.1 The section 19 report into the October 2019 flooding in Northwich and surrounding areas has been finalised by Cheshire West and Chester Council. With extensive input from the Trust. The main recommendation is for the establishment of a strategic group of Flood Risk Management Authorities and other Stakeholders (which the Trust is) to review how we can work together to mitigate the impacts of future flooding.

- 10.2 National Waterway Museum Ellesmere Port – We have taken the opportunity to improve the outdoor area – our reactive response team completed a new seating area for the café and the work includes replacing the side access gates. We are also improving interpretation at the site by launching audio guides. Content for 24 audio points have now been recorded. The associated QR codes will be branded and placed around the museum in March. As part of the move to reimagine the visitor experience, the museum team have taken the first steps towards making the concept of a living museum a reality and period costumes are currently being made so that colleagues can be kitted out in traditional Victorian dress.



- 10.3 An application has been submitted to extend the Manchester Green Flag site which, if successful, will result in much of the city centre 'Rochdale 9' being Green Flag accredited. A steady increase of towpath use has already been noted in the area and the work done with Green Flag is playing a pivotal role in changing the perception of the canal in the city.



Rochdale Canal Management Plan
Carrington Lock 12 - Ashton Under Bridge 04

- 10.4 We have also put forward Liverpool's Royal Albert Dock and Salthouse Docks for a newly established Marina Blue Flag accreditation. If successful, this will be the first such accreditation in England.



- 10.5 Chester Towpath – Towpath enhancement works are still ongoing on three stretches along Shropshire Union Canal around Chester. This project funded with a grant of £1.1m from Chester & Warrington LEP and Cheshire West and Chester Council will see over 4.5 km of towpath works due for completion by March.



- 10.6 The North West has been successful with obtaining funds through Environment Agency (EA) sanctions. Businesses are asked to mitigate impact from environmental non-compliance by supporting local organisations to deliver programmes and projects relating to environmental enhancement and community engagement. £20k has been received from a local developer for projects on the Leeds & Liverpool Canal in Chorley and £32k is expected imminently for cleaner, greener, safer projects on the Rochdale Canal in Manchester City Centre.

- 10.7 £140K has been secured from Sport England Tackling Inequalities Fund (TIF). Building on the success of TIF, Pennine Lancashire the programme will include a small grants programme in Sefton and further physical activity projects on the Leeds & Liverpool Canal at Wigan & Blackburn and a project at Carr Mill Dam. The project will commence in March.

- 10.8 In partnership with the Lancashire Wildlife Trust we have secured £210k from a total green recovery challenge funding of £1.8million. This will fund two project officers to undertake a wide range of environmental enhancements and community activities on the Rochdale Canal and on the Ashton Canal. The project will start in the new year and is funded until the end of March 2022.

11. YORKSHIRE & NORTH EAST REGION

- 11.1 Aire & Calder Breach update - The temporary works to install a cofferdam to enable isolation and dewatering of the breach site are ongoing. Water levels continue to be managed manually in this pound length with efforts hindered by frequent heavy rain.
- 11.2 The Trust was involved with the successful South Yorkshire & Bassetlaw Integrated Care Partnership bid to Defra for the Green Social Prescribing pilot. The Trust will form part of the Green Prescribing Task Group which will be established before 1st April.
- 11.3 In moving forward our school's related activity, through Sheffield Street Art Trail, schools are being asked to design the next piece of street art for the canal, themed on Sheffield's industrial heritage. Additionally, a live brief has been given to year 9 engineering students from UTC Sheffield. Students will design a product which can be attached to our canoes to collect litter from the water.
- 11.4 In January and early February, we have carried out 15 virtual school sessions, in total engaging with 402 children. The Explorers team have developed a new online water safety volunteer role profile. We had 5 applicants within 10 days; 2 from outside the region who love the area & really like being able to help.
- 11.5 In December, the announcement of the works at Harthill Reservoir was covered by Sheffield Star. A community webinar was held in January and was attended by 30 people from the local community, and 32 questions were raised during the live Q&A session with the regional director and the regional business boating manager.
- 11.6 We have partnered with Welcome to Yorkshire on their [#Walkshire](#) campaign for 2021 to help Yorkshire become the walking capital of the world. The campaign aligns closely to our wellbeing message. Walks across the Yorkshire waterways will be shared throughout the year as part of the 'Walk of the Day' feature. These walks are branded with the Canal & River Trust logo and a link back to our website as well as a dual branded logo which is shown on their website. We will also provide blogs throughout the year, the first was about Blue Monday and the benefits of spending time by water.



12. CUSTOMER SERVICE SUPPORT

- 12.1 Boating & Mooring
- 12.1.1 Preparation has been completed for the 2021 annual 'perceptions' boater survey, sent to one-third of licence holders in early February. We have included questions on more sustainable boating to help us get a baseline of boater's views on issues related to reducing boating emissions to comply with carbon reduction and air quality requirements. The results will be ready by the end of March.
- 12.1.2 Redacted.
- 12.1.3 Customer Satisfaction (nationally) across contacts was above target (85%) at 89.6% throughout November, December and January.
- 12.1.4 Following the one-off £10,000 grant from the Trust, the waterways chaplains fundraising campaign has generated approximately £5000+ in donations.



12.2 Redacted.

13. VOLUNTEERING

13.1 Volunteering

Volunteering to End of February	Hours
Total hours	207,985
Overall number of regular volunteers	2,589
Overall number of Partner Groups	229

- 13.2 A presentation was delivered to relevant colleagues about changes made as a result of the Volunteering Audit, including reporting around DBS; registration form updates; leavers checklists; and the Development Framework for task managers. A dashboard has been developed for volunteers needing a DBS check, clearly showing whose checks are due in the next 7 days, this month and next month. Records are instantaneously accessible to the task manager.
- 13.3 Task Managers' Update included full updates on the audit as well as data protection. Guidance on checking ID for Trust volunteers is in progress to support task managers registration of volunteers and aid management of risks around fraud, safeguarding, unspent convictions and right to work checks. There will be refreshed *Volunteers and the Law* training in Spring.
- 13.4 Due to the updated guidance from government, we are actively encouraging our volunteers to return from the end of March to support us in reopening our network.

14. BRAND, SUPPORTERS & INFLUENCE

- 14.1 LSE- Richard Parry and Ros Daniels met with Sir Kier Starmer to discuss local constituency matters along with an overview of the Trust and our strategy; he was very engaged.
- 14.2 LSE-Heather Clarke and Ros Daniels met with Ben Everitt, MP for MK North. Heather updated on our role in the planning system highlighting our concerns with the Planning White Paper and potential mitigations. He was very enthusiastic and agreed to actively lobby for us to remain as statutory consultees.
- 14.3 W8SW - Meeting held between Mark Evans, Jenny Rogers and the Domestic Affairs Office for the Secretary of State for Wales on February 4th.
- 14.4 WMS - Productive and positive meetings covering a range of local issues and opportunities along with the Trust's national work with Owen Patterson MP (North Shropshire), Nicola Richards MP (West Bromwich East), Gary Sambrook MP (Birmingham Northfield), and Jo Gideon MP (Stoke). All have requested a follow up site visit and opportunity to meet our volunteers when restrictions allow.
- 14.5 NW – Daniel Greenhalgh attended a productive meeting with Jonathan Reynolds, MP for Stalybridge and Hyde focussing on biodiversity improvements planned for the area. A meeting also took place with MP for Bootle, Peter Dowd, on 29 February.
- 14.6 Y&NE - Enterprise Manager met with Clive Betts MP and Pete Zanzottera (Active Travel Programme Director for Sheffield City Region) on 9th February to discuss funding for improvements on the Sheffield & Tinsley Canal. Both are very supportive and agreed we would work together to try and identify suitable funding opportunities.

- 14.7 Y&NE - Andrew Percy MP was in regular contact with the regional director regarding the Aire & Calder Breach, with the MP giving updates via his personal Facebook page to the local community.

15. OPERATIONS SUPPORT

- 15.1 Vegetation Policy, Strategy & Specifications - A vegetation management policy, strategy is being prepared with the aim of being finalised in March, the documents will influence how the Trust manages its green infrastructure moving forward. One output from the project will be the creation of new vegetation management specifications to form the basis of the new vegetation management contract which will commence March 2022.
- 15.2 The national offside vegetation survey is now 50% complete and due to be finished by the end of March. Its purpose is to quantify the offside vegetation backlog so that the Trust can plan and deliver a sustainable long-term management programme. 1100km of canal are being surveyed .
- 15.3 Over 600 km of canal network will form part of the national mowing trial, with the purpose of increasing wildlife habitat especially in more urban areas, improving the boating customer experience through the specific water edge cuts and with a long-term aim of reducing the total £2.1m per annum expenditure on towpath mowing. The majority of the trial area will have a reduced number of cuts, but in specific sections there will be a significant change with a trial of only 2 hedge to edge cuts for the year.
- 15.4 JESIP Emergency Response Training - The training modules have been launched, as an action following the review of response to the Toddbrook Reservoir incident.



APPENDIX 4: INFRASTRUCTURE & PROGRAMMES REPORT

Simon Bamford, Chief Infrastructure & Programmes Officer.

1. PURPOSE

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. The recruitment of The Kickstart Project's group leader roles has had an encouraging start with the appointment of two former heritage apprentices as group leaders for the West Midlands and North West cohorts. It is positive and pleasing to see recently qualified apprentices taking their next steps in what will hopefully be a successful career with the Trust.

2.1.2. The new fleet services contract with Fleet Services GB (FSGB) has been approved and will be rolled out in March for an April 1st start date. This contract will see improvements in reporting to help monitor the Trust's vehicle risk compliance.

2.1.3. One additional benefit of the contract is FSGB's electronic vehicle checking application. This is being trialled by a small team in the Trust ahead of a wider roll out. There has been good positive feedback from the team on its use.

2.1.4. Redacted.

2.1.5. Redacted.

2.2. Challenges

2.2.1. The poor weather and storm Christophe significantly affected the winter works programme post-Christmas and the impacts of these storms are still being felt around the country. As well as causing some failures such as the breach on the Shropshire Union Canal, the bad weather also flooded out and delays numerous stoppage works. Delays in restarting the works hit almost 20 of our sites and affected many of the completion dates.

2.2.2. With the improvement in weather and the hard work of the teams we are confident much of the works will be completed by Easter with only a very small number which are still having river level issues running slightly over into the new financial year.

2.2.3. There remain several vacancies within Direct Services in critical delivery roles particularly in site supervisor and craft operative positions. It has been extremely difficult to recruit for these roles despite the impact that the pandemic has had on the employment market. The teams are also

continuing to experience difficulties in finding temporary agency cover from our recruitment consultants, Morsons. All these posts are vital to successfully delivery of the works programme. In addition to difficulties in recruiting construction operatives, the market for engineers has tightened again following relative recruitment success in 2020.

3. Transformation Programme

3.1. Update

- 3.1.1. As we approach the 5th month out of the 6th month programme, we are on track to achieve everything we originally set out to do. By the end of March 2021, we will have a new designed end to end process, with the initial Cost Intelligence function set up. This will support a clearly defined Asset Improvement operating model and ensure we can achieve the benefits we have built into the business plan for 2021 and beyond. Success of this leans heavily on a transition and training programme to have everyone on board and operating in the new model by September 2021. This is so we are business ready for CEC (Civil Engineering Contract) April 2022.
- 3.1.2. Next steps are to run a pilot, taking projects from Direct Services and Priority Projects 2022 programme through the new designed end to end process. The Trust project team are reviewing how best to do this and how we deliver test and transition of the new process and operating model.

4. Asset Management

4.1. Recent Asset Failures

- 4.1.1. We have again suffered serious weather damage to infrastructure when Storm Christoph hit the southern section of the North West on 20th January. The damage suffered included, a breach on the Shropshire Union, the collapse of a section of retaining wall in Rochdale, a slip of a 3rd Party owned cutting near Anderton Boat Lift on the Trent & Mersey, flooding of the River Weaver at Town Bridge, Northwich, and flooding of the pontoons / caissons at Acton and Sutton Weaver Swing bridge.
- 4.1.2. The aftermath of the storm led to several asset failures and condition concerns. To understand the full extent of the damage, local engineers surveyed the network to assess the risks and associated damage. In total 434 assets across the North West Region were inspected and whilst no other major concerns were identified there are numerous minor repairs to be undertaken.
- 4.1.3. In Summary, the total cost of the damage is initially estimated at £3.7 million.



Breach on the Shropshire Union on Embankment 16 (SU-031-006-R) to the North of Beeston.



The Collapse of a section of retaining wall (cutting 41 – RD-029-006-R) in Rochdale.



A slip of a 3rd Party Owned Cutting nr Anderton Boat Lift (Nursery Cutting -TM-010-019-L).



Town Bridge, Northwich, during the Flood.

4.2. Asset Management

- 4.2.1. The Asset Management Policy has been reviewed and is being submitted to the March Board for discussion and approval. The review is timely given the need to ensure key asset management documents are current and updated, as these will be shared with Defra as part of the grant discussion.
- 4.2.2. The Asset Management Strategy 2017 (AMS 2017) is in the process of being reviewed and updated. AMS ran from 2017 to 2021 so the update is timely to support the evolving asset management strategy around greater investment in reservoirs and high-risk assets. A revised strategy will support the grant discussion as a key piece of evidence. It will be renamed to the Strategic Asset Management Plan (SAMP) to align with the terminology used in the asset management standard ISO 55001.
- 4.2.3. The development of Asset Strategies continues, with progress on our Sluices, Weirs and Aqueducts Strategies. 3 experienced engineers have been moved across from their usual roles into the team. A key date of 31st March 2021 has been agreed with all Asset Strategy Leads to ensure the draft 20y investment plan can be completed.
- 4.2.4. Work continues supporting the grant review with the development of a 20-year investment plan. The 20-year plan will be based upon the detail contained in the rolling 3-year programme, and the new asset models and strategies.

4.3. Innovation

- 4.3.1. Further trials are continuing with remotely operated drones. We are working with Team UAV, a company which specialises in drones but is also finding ways to survey hard to reach assets. The photo below shows a live camera sited on the drone at the front to assist with guiding the boat through aqueducts.
- 4.3.2. Numerous cameras scattered across the boat with light boxes to capture a 3D image. Using a VLC media player, we can pan around to view in all

directions and zoom in to see hairline cracks.

- 4.3.3. Surveys currently being conducted at six aqueduct sites using both this boat and drones. Results to date have been extremely encouraging.



Remotely Controlled Survey Boat

5. **Redacted**

6. Priority Works

6.1. Overview

6.1.1. The priority works programme is operating normally and on plan to deliver the revised F1 B20 Plan. Despite the recent Covid-19 lockdown and the restrictions it has imposed, the team have had a very busy autumn and pre-Christmas stoppage season, completing all pre-Christmas planned winter stoppages. There were some impacts on the works as mentioned in Challenges above which resulted in some programme extensions.

6.1.2. All sites are still being assessed in line with Government guidelines and the Trust's protocols to ensure they are Covid Secure. We are continuing to operate in work families to reduce the risk of spread and the impact on the work programme if self-isolation is needed. There have been a small number of outbreaks and positive test since January resulting in the closure of a site for ten days whilst the work family self-isolate. So far no one has contracted Covid-19 from a work colleague.

6.2. Safety

6.2.1. There were no RIDDOR reportable incidents within Direct Services for the two-month period of this report.

6.2.2. However, there was a significant near miss at the works at Glasson Lock on the Glasson Branch of the Lancaster Canal. Divers have been working in the lock installing new cofferdam channels for future lock gate works. On this

occasion a diver was working in the lock, when water levels began to rise on one side, creating a differential head. Fortunately, the diver was being lifted from the water but still felt the change in pressure.

- 6.2.3. A full investigation was carried out which found that a new harbourmaster had been appointed by the third-party owner of the dock and they had raised a sluice at high tide, which changed the water level, causing the differential head. The risk assessment was amended, and stronger communication channels introduced to avoid a repeat of the incident. A trust safety alert has been prepared.
 - 6.2.4. The HSE visited our lock gate workshop at Stanley Ferry in January to carry out a spot check of our Covid-19 procedures and controls. The inspector was shown the control measures and documentation and was more than satisfied with our management of the risks.
- 6.3. Financial & Programme Overview
- 6.3.1. Year to date the Direct Services budget is underspent by £1,900k compared to the revised B20 (F1) budget. Of this £603k is due to vacancies and other Payroll savings; a further £800k of efficiency savings from completed works needed to balance our plan; with the remaining balance caused by programme changes following the introduction of emergency or arising works, resulting in rephasing of planned work.
 - 6.3.2. At the F10 forecast Direct Services handed back £250k which was no longer required to complete the works programme. This will be used to offset some of the potential overspend in other areas of Infrastructure and Programmes.
 - 6.3.3. To the end of January, the priority works programme was expected to deliver 272 planned packages of works. At the end of this period, the team had completed 232 (185 planned tasks plus a further 47 arising or emergency works). Many of these emergency works are significant repairs to lock gates which is having an impact on the programme. As a result of these arising/emergency works 55 planned packages of work have had to be delayed to future years.

6.4. Work Examples



Before and After of waterway wall repairs at Bosley Flight, Macclesfield Canal



Installation of cofferdam channels at Glasson Lock



Lock Chamber Repairs at Lock 33 on the South Stratford Canal



Completed works at Siddals Bridge on the Trent & Mersey Canal – undertaken by volunteers



Caen Hill Flight, Lock 40 K&A Canal – Gate repairs

7. Priority Projects

7.1. Overview

7.1.1. The priority projects programme continues to operate ‘as normal’ and on plan to deliver the revised F1 B20 Plan by the end of the year. Despite the current Covid 19 lockdown and the restrictions it has imposed, we have had a very busy post-Christmas stoppage period with several significant projects on site including Figure of Three Lock, Aire & Calder Breach, Bolton-le-Sands Embankment and Carr Mill Reservoir.

7.2. Safety

7.2.1. 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.

7.2.2. Unfortunately Kier had a RIDDOR incident on the Unlocking the Severn Lincomb Fish Pass Project on 24th February. An operative was installing one of the new penstocks when it appears the penstock dropped and crush his wrist breaking his radius bone. Kier are currently investigating the incident.

7.3. Financial & Programme Overview

7.3.1. As we approach the end of the year 38 out of 42 of the fixed priority implementation projects remain in the programme. The implementation projects remaining in the programme are forecast at 91% of the £26.0 F1 plan (like for like comparison with the F1 plan for these 60 projects). The £2.6m overplan at F10 after high level adjustment for risk and carryover is an increase of £550k from F9.

7.3.2. Significant reductions were made between F9 and F10; River Weaver Bridge Roller Replacement (£175k due to flood damage and electric motor repairs necessary before roller works can start), Reservoir Spillway Investigations (£260k due to delays in mobilising site investigation contractor because of resource limitations), Winterburn Reservoir Spillway Repointing (£100k reduction as unable to complete works while reservoir is spilling).

7.3.3. Unfortunately these reductions are offset by increases on a number of arising/emergency projects and works brought forward from B21; Earlswood Reservoir (£140k due to enabling works/reservoir drawdown brought forward into B20), GU Birmingham to Henwood Dredging (£180k due to proposed purchase of sheet piles brought forward from B21), Figure of Three Lock (£180k due to works progressing faster than expected), A&C Breach (£600k due to higher than expected spend on emergency response), SU Culvert 59 Emergency (£360k emergency works forecast), SU Embankment 14 Beeston Breach (£450k emergency works forecast).

7.4. **Redacted.**

7.5. Knipton Reservoir WITIOS, Grantham, East Midlands

7.5.1. The project scope has been extended to include the outputs from the Tier 2 RARS and includes a third siphon to replace the unsatisfactory bottom outlet to feed the canal. The planning application has been submitted and with a very tight programme, work has commenced on site to complete mobilisation and enabling works in advance of planning consent being received and to give some time risk allowance for the S10 deadline of 14th Aug 2021.

7.6. Figure of Three Locks, Y&NE

7.6.1. Works are progressing well and we remain on track to have the canal navigable using assisted passage for the 2nd April 2021 (Good Friday) with all works complete by 1st June.



New Bywash Channel



Backfilling the lock Island

7.7. Harthill Reservoir WITIOS, East Midlands

7.7.1. Design and development of the replacement spillway at Harthill reservoir is progressing well. The preferred option for draw-off is to install new penstocks and syphons whilst the preferred option for spillway is to decommission both the existing primary and auxiliary spillways and construct a new spillway off the main dam to comply with anticipated new guidance. This option is dependent on purchase of two fields, requires planning permission and investigation of existing settlement issues in this area (mining). Ground investigation is due on site in February and the S10 deadline is 31st March 2023.

7.8. Bolton-le-Sands Embankment, Lancaster Canal

7.8.1. Works are progressing well on site and we are on plan to complete by the end of March.



7.9. Aire & Calder Breach

7.9.1. The breach site has been stabilised; installation of the temporary sheet piled cofferdam is complete, and the canal is being dewatered. Once this is complete this will enable investigation work to inform the permanent design solution to be undertaken.



Aire and Calder Breach

7.10. Carr Mill Reservoir, St. Helens

7.10.1. Temporary sealing of the upstream valve using the bespoke remotely operated underwater vehicle was successful and work to remove the old valves downstream commenced as planned. Unfortunately, the specialist contractors removing the valves encountered problems resulting in some delay to these works with additional delay resulting from a member of the team tested positive for Covid-19. Work is progressing with a new team and is on programme to complete the work before the statutory date.



Carr Mill Valves

7.11. Swellands Reservoir, Saddleworth Moor

7.11.1. The planning application was submitted in January as planned with a decision expected in late May 2021. A draft copy of the latest S10 report has been issued which now includes the installation of a permanent access road as a statutory requirement under the Reservoir Act with a new MIOS date of October 2023.

7.12. Barrowford Reservoir, Leeds Liverpool Canal

7.12.1. Our designers, Mott MacDonald, are progressing to programme with the detailed design of the 1.8m reduced crest height solution ready for the Planning Permission submission on 31st March. We have recently appointed a new Qualified Civil Engineer (QCE) and Construction Engineer to supervise the works. The new QCE has just completed a new S10 inspection and set a revised MIOS date of 30th November 2023. This will allow two summers to undertake the required earthworks. We are currently reviewing the construction programme to understand whether it would be best to start works towards the end of Summer 2021 or to wait and start in Spring 2022. As part of inspection the QCE has asked for further information on the proposed works and the assumptions underpinning the solution, which Mott MacDonald are currently collating to ensure this is resolved before we submit the planning application.

7.13. Culvert 59 Collapse, T&M Canal

7.13.1. Over pumping has been set up to accommodate for the large flows down this section of canal and works have commenced to install the replacement culvert with 1/3 now complete. The work is on plan to re-open the navigation at Easter.

7.14. Lock 10 to 11 breach site, Shropshire Union Canal

7.14.1. Works are underway to repair the breach caused by Storm Christoph. Clay dams are being installed to isolate the breach section following which work will be undertaken in the adjacent river, to remove embankment material, and then to repair the breach. We have targeted having the embankment reinstated and the canal open by June.



Shropshire Union Breach, Beeston

7.15. T8M Slip at Nursery Cutting

7.15.1. The affected area has been secured and work is underway to determine how a channel one boat width wide can be formed without causing any further instability in the cutting slope. The land where the slip occurred does not belong to the Trust; discussions have commenced between our legal team, the landowner and Cadent, the owners of the gas main that crosses the bridge in the picture below, and crosses the slipped area.

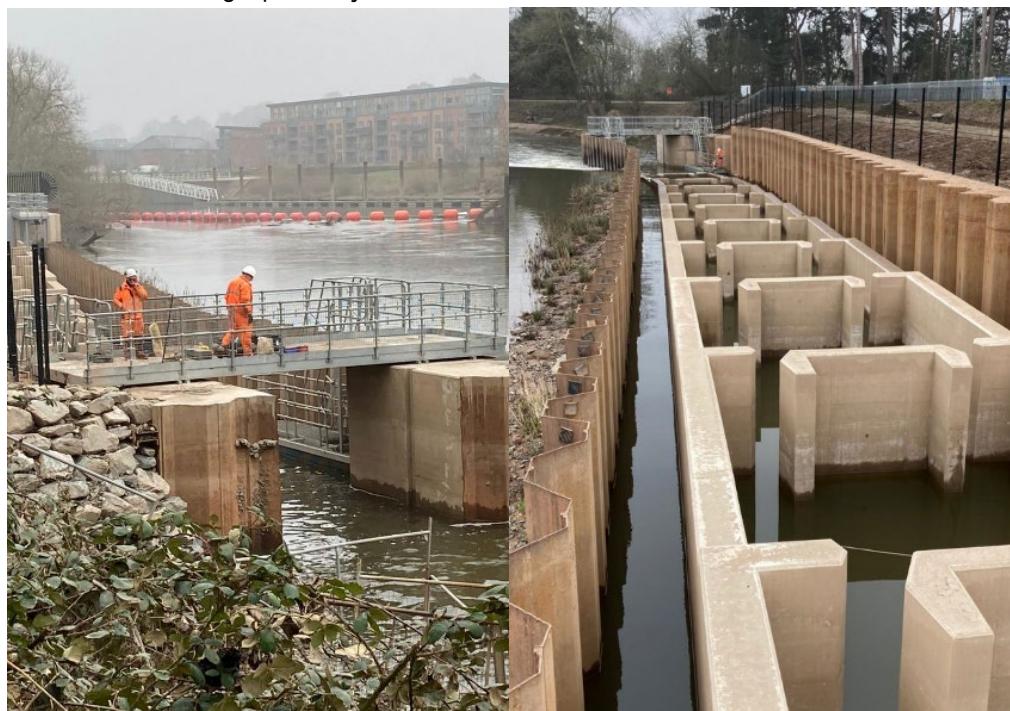


Nursery Cutting Landslip

8. Unlocking The Severn

8.1. River Severn Construction delivery – progress update

- 8.1.1. We returned to Diglis and Lincomb after Christmas to pump out the flooded chambers and completed a large proportion of the remaining concrete, steel work and the installation of the fish screens. However, the sites overtopped again on 20th January and the river levels stayed high into February.
- 8.1.2. With falling river levels, the piles at the top and bottom ends at Diglis were able to be cut and the fish pass is now undergoing commissioning tests whilst electrical installation is underway in the viewing gallery.
- 8.1.3. Completion is now expected to be the end of March, with the lighting panel installation in early April subject to river conditions



Diglis Fishpass

- 8.1.4. At Lincomb the river receded quickly, so the site delays have not been as significant as at Diglis. Weather depending, we aim to be complete in early April.
- 8.1.5. Holt site remained closed over winter, but instruction has been given for the site to be remobilised in Mid-March and construction to resume at the beginning of April with completion in October 2021.

8.2. Education

- 8.2.1. The team have designed a summer work experience offer that would blend practical conservation work with career development skills and project knowledge. A UtS focussed video lesson is being produced that will form part of a series that the Trust will promote nationally. The video will teach

viewers about the River Severn, the hero shad, and the amazing work UTS is doing to improve fish passage.

8.3. Events

8.3.1. Hannah Pasquet, Events Assistant Apprentice, has been busy organising the Severn Series, a collection of online webinars exploring life beneath the surface of the river. These events will form a significant part of her apprenticeship portfolio. The first talk of the series, entitled 'Unlocking the Severn for People and Wildlife', was held on 21 January and provided an overview of the project to set the scene for future talks. It was hosted on Zoom and attended by over 65 people. Some of the positive feedback from participants included "I'm very interested in the public engagement aspect forward to the other talks in the series. It seems like an excellent and well considered project." "I would really like to support this meaningful project happening on my doorstep. Rivers are a unique eco system and should be valued more and their integrity upheld."



8.4. Volunteering

8.4.1. Green Team sessions continued throughout January on a weekly basis following the updating of Covid secure measures. Volunteers took part in some orchard pruning and gave the Diglis orchard some much needed maintenance. In the coming months we will be running a BTO nest box survey at Diglis Island and volunteers met virtually to discuss plans for this exciting work.

8.5. Communications

8.5.1. We had a very comprehensive editorial piece published in New Civil Engineer – featuring detailed information about the project from interviews with Jason Leach and Richard Leigh

<https://www.newcivilengineer.com/innovative-thinking/new-fish-passes-bypass-severn-weirs-05-01-2021/>

Jennie released a press release about the Fish Monitoring Research. This was published in Countryman Magazine

<http://www.countrymanmagazine.co.uk/unlocking-the-secrets-of-how-fish-move-within-the-uks-longest-river/>

We published the fish migration animation on our website:

<https://www.unlockingthesevern.co.uk/fish-tracker/>

- 8.5.2. A busy month on social media with River Conservation Event, home schooling resources promoted, and Severn Series talk etc leading to 113,000 impressions in the month. Top Tweet with nearly 24,000 impressions was promoting the river conservation careers event:



Trust Board Meeting

18 March 2021

Information Report

Appendix 7 to Chief Executive's Report

Text in Red Font to be treated as Confidential

APPENDIX 7: STRATEGY, ENGAGEMENT & IMPACT REPORT

Heather Clarke, Strategy, Engagement & Impact Director

1. Purpose & Overview

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 January 2021. **Redacted**.

2. Key Developments, Issues & Challenges

2.1. Corporate & Philanthropic Giving & Statutory Funding - Working with the Regions

Corporate Giving - Severn Trent Water (£600k across 3 Regions)

The small Corporate Partnership Team is now in place and have had their first significant corporate giving success working with three of the Regions. **Redacted**

We are also co-developing with the Region and the Regional Advisory Group on a number of partnerships propositions linked to the Commonwealth Games, known Games sponsors and businesses located close to games venues and our asset.

Regional Major Donor Appeal for Anderton Boat Lift

We have commissioned a feasibility study to check the appetite for refurbishment of the Anderton Boat Lift with potential donors, and this piece of work will be completed in May. As well as Anderton Boat Lift itself, we will be co-developing a more holistic project which will transform the site and link into other key assets in the area, as well as meeting the strategic priorities of the Cheshire & Warrington LEP, such as the Cheshire Science Corridor Enterprise Zone. **Redacted**. More detail will be provided at the May Board meeting.

Redacted

National Lottery Community Fund “Reaching Communities Fund”

This programme has re-opened and we are developing two bids to the National Lottery Community Fund “Reaching Communities Fund”. **Redacted**.

DEFRA funded Social Prescribing Pilots & Sport England “Tackling Inequalities Fund” Pilots

We continue to work with the East Midlands region on the DEFRA funded national green / social prescribing test and learn pilot which will enable us to raise our profile of as a key organisation in nature-based solutions to tackle health inequalities. We are we are working across the regions and with the National Academy of Social Prescribing to develop co-ordinated approaches, consistent social prescribing offers and to share peer learning and best practice. We continue to work with NW region to scale up and extend the work under Sport England's "Tackling Inequalities Fund".

National Lottery Heritage Fund (NLHF) New Priorities

The NLHF reopened for applications in February 2021, but with a revised focus on dealing with recovery from Covid-19. We will be assessing our project pipeline against NLHF reprioritised nine core outcomes. **Redacted.**

Redacted

2.2. Strategic Partnerships & MOUs

Sport England

SE has now released their new 10-year strategy "Uniting the Movement" which sets out a 10-year vision to transform lives and communities through sport and physical activity. Under the objective of Active Environments which seeks to join forces on five big issues, towpaths are explicitly referenced – opportunities around recreation and active travel.

Redacted.

Redacted

Redacted

Natural England

We have been invited to join Natural England's Major Landowners Liaison Group which assists Natural England in developing and delivering the Government's strategy on protected wildlife sites and presents new opportunities to both influence and be involved in detailed planning and delivery.

We have been invited to discuss a new project proposal that NE are developing that has strong links to our work, particularly in urban areas. **Redacted.**

2.3. Redacted

2.4. New Cultural Heritage Advisory Group

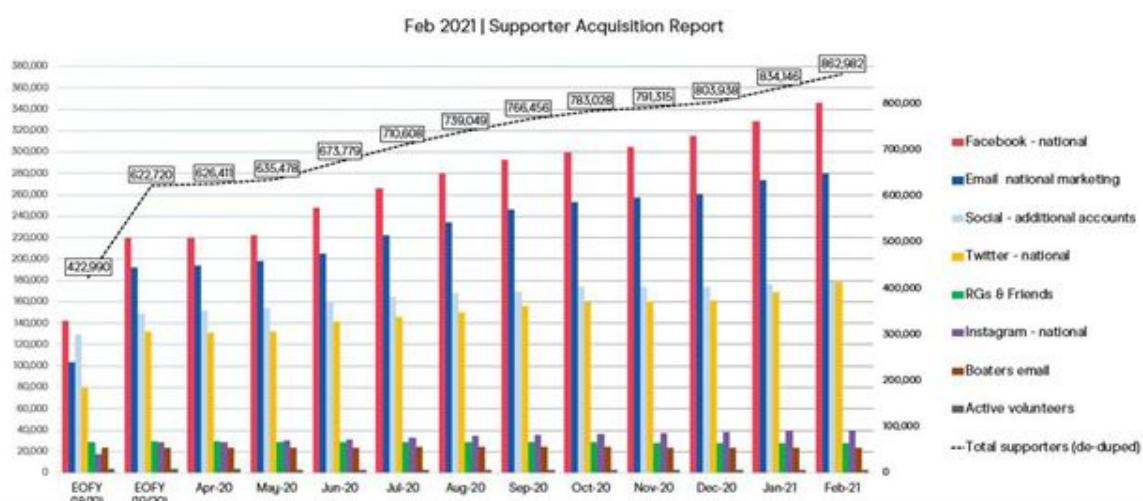
The Trust has appointed eight distinguished members from the cultural heritage field to populate the newly formed Cultural Heritage Advisory Group (CHAG). **Redacted.**

3. Brand and Support



3.1. Growing our Supporter Base (target 1 million by September 2021)

As of February 2021, our total supporter numbers grew to 862,982 so we are tracking slightly ahead of growth projections to meet 1 million supporters by September. Our national Facebook page has just reached 330,000 page likes and email channel 275,000 subscribers.



3.2. User to Supporter - *Reach and Engage*

Redacted

Campaigns

Here For You Campaign - In early January we launched our Here For You campaign to highlight how the Canal & River Trust continues to work hard to keep the towpaths open as a valuable local place for wellbeing. In under two months this online campaign has reached a combined audience of over **two million** people helping to raise awareness.

Plastics Challenge Campaign - January saw the next phase of campaign activity for Plastics Challenge. Designed to capitalise on the public's New Year wellness and exercise drive, the key objective was to increase online pledges of support, achieving 1k new pledges and reaching a combined audience of over 400k individuals. We are now planning for an Easter boost.

#StayKindSlowDown Campaign – the next phase of this campaign will respond to ongoing online conversations relating to cycling on towpaths. We have designed a short series of Stay Kind Slow Down myth busting infographics and statements to dispel misinformation. We will deploy these in mid-March when we start to see usage increase.

Signage

We have now audited 85% of our network. Due to ongoing COVID-19 restrictions, signage installation has slowed, but 379 essential signs were installed in January and February.

3.3. User to Supporter – *Connect*

Improved Website Performance

Website traffic increased by 40% from December (298,345) to January (418,088) - a stronger uplift than normal. We are benchmarking our site with other charities, and in January we ranked 8th out of 58 charities in terms of overall number of sessions, ahead of NSPCC, British Red Cross and Shelter. We also saw increases in conversions for newsletter sign-ups (up 276% to 16,333) and volunteer registrations (up 139% to 269).

Authoritative Voice (thought leadership)

We are entering the production stage of our Podcast series, setting up internal ‘authoritative voices’ to talk around our relevant external issues. Initial podcasts will focus on the biodiversity and climate crisis and are predominately aimed at our 800k-strong passive supporter audience to deepen understanding and engagement of the Trust and how we are relevant and providing solutions to global and national issues.

3.4. User to Supporter - *Convert and retain*

Redacted

Individual Giving Performance - Friends, Final Winter Appeal Results & £1 donations

Redacted.

Work continues to ensure the model is effective for our re-launch and has a clear strategic direction with the aim of generating internal efficiencies and a more consistent performance structure under clear KPI’s and hierarchies of ask.

We will be testing a postal and digital campaign at the end of March with the aim of recruiting a minimum of 300 new Friends. This is focused on three brand activation zones (Birmingham, Leeds and London).

Redacted.

Legacy Giving

A 3-step process has been launched to formalise the programme of work for legacies with key priorities include: building an internal culture of understanding around gifts in wills and the drip feed nature of the marketing; ensuring we recruit the right resource with a vacancy open in this area and that the transition to the new CRM is done correctly so that we can identify key KPIs and pipelines to start building a solid foundation for future years.

Processes & Consents

Redacted.

4. Public Affairs Activity

The Trust submitted a proposal to Government to run an exhibition stand at COP26. A meeting was held with Waterways Ireland; Scottish Canals; and the Environment Agency to

discuss common issues on how to reduce our carbon footprints; how to manage waterway use to the Government's net-zero target before 2050; and how to showcase waterways in the run up to COP26 in Glasgow.

Redacted.

5. Participatory Development Work

5.1. Youth

The Youth Fellowship Scheme is a 12-month part-time volunteer opportunity to support young people from under-represented groups into decision making roles at the Trust. The programme combines several elements including: skills development & employability, character development, social action (social innovation project) and brand ambassadorship / advocacy. Recruitment for pilots (L&SE Regional Advisory Board and Youth Engagement Advisory Group) has commenced.

5.2. Learning & Skills

We have designed and disseminated 2,000 resource packs for schools to hand out to pupils without online access and distributed 4,350 Challenge Badges and 5,500 Water Safety booklets to teachers, groups leaders and parents. For the first time our Facebook posts reached over 100,000 people in 28 days and we delivered our first e-shot, focused on the Plastics Challenge to secondary schools and colleges within 1km of a canal or river.

During February half term we promoted screen-free activities to encourage families to switch off. The Sun newspaper featured our build a canal and waterside bingo. We extended our offer to primary schools by producing recorded virtual lessons.

We worked with our partners at Unlocking the Severn to produce an interactive virtual lesson on the story of the twaite shad along with new science experiments and mindfulness films with the Learning & Skills Coordinator in the NW region. These virtual lessons have been promoted through a national e-shot to all primary schools in England and Wales. Our recent bid to the Rowlands Trust secured £10k for STEM education activity in Birmingham.

6. Planning & Design – Statutory & Delivery

6.1. Statutory Consultee for Planning Applications

We responded to 2,317 planning application consultations in England & Wales in the period 1st April to 28th February 2021, which equated to 98% Compliance (response within 21 days or agreed extension) in England, and 97% in Wales.

6.2. Redacted

6.3. Redacted

7. Redacted

8. High Speed Two (HS2)

In early February 2021 the HS2 Phase 2a Bill gained Royal Assent. The Trust is impacted by HS2 Phase 2a at several locations on the Trent and Mersey Canal in Staffordshire. **Redacted.**

Strategy, Engagement & Impact Director, March 2021