



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 Wednesday 19 May 2021 at 8:30am – 1pm at Meetings, 150 Minories, London, EC3N 1LS

Present:

Allan Leighton, Chair
Dame Jenny Abramsky, Deputy Chair
Nigel Annett CBE (by Zoom)
Ben Gordon
Janet Hogben
Sir Chris Kelly
Jennie Price CBE (by Zoom)
Tim Reeve
Sarah Whitney (from 9.20am, during minute 21/032, by Zoom)
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
Mike Gooddie, People Director – by Zoom
Gemma Towns, Corporate Governance Manager (minute-taker)
Radojka Miljevic, Campbell Tickell (observer)
Mandy Smith, Partner Engagement Team Manager (by Zoom, minute 21/035)
Jodie Lees, Corporate Engagement & PPL Partner (by Zoom, minute 21/035)
Stephen Gray, Corporate Engagement Partnerships Manager (by Zoom, 21/035)
Hamish Shilliday, Head of Individual & Legacy Giving (by Zoom, minute 21/035)
David Prisk, Asset Manager, Reservoirs (by Zoom, minute 21/037)
Gwen Jefferson, Organisation Development Manager (by Zoom, minute 21/040)

21/029 WELCOME & APOLOGIES

The Chair welcomed all attendees to the meeting. The Chair welcomed RM, who was observing the meeting as part of the Trust's board effectiveness review.

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

21/030 DECLARATION OF INTERESTS (TRUST 543)

The Board noted the Register of Interests report (Trust 543).

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

21/031 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the Board of Trustees meeting held on 18 March 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.

21/032 HEALTH & SAFETY REPORT (TRUST 544)

JS' paper was taken as read. She delivered a presentation on safety matters.

The Board approved the Harbour Management Board to adopt the role of Duty Holder under the Port Marine Safety Code.

The following matters were discussed:

- The inquest relating to the tragic death of Dylan Milsom had been held on 18 May 2021. The Trust had provided a report to the coroner. A Newbury water safety partnership had been created. The Board asked how many water safety partnerships had been created in England and Wales. JS confirmed there were fifteen active partnerships but a target of twenty four had been set;
- The Board noted the increased popularity of open swimming, particularly in rivers. JS confirmed that the Trust had information on its website relating to open swimming and agreed to provide further information on this.

JS

The Board discussed the death of a colleague, Clive Porter, which was the subject of a murder investigation. JS provided the Board with an overview of the circumstances of the event, insofar as the Trust was aware (pending the Police investigation). She confirmed that a male had been charged with murder and remanded in custody. The Board expressed their shock at the incident and sent their condolences to Mr Porter's family. JS informed the Board of the effect the incident upon the Trust and particularly in relation to Mr Porter's team. JS confirmed that the Trust had not suspended all lone working but had instructed all teams to revisit risk assessments where applicable. The Trust had also responded to address any colleagues' concerns and Ros Daniels, Director for London & South East had been providing active leadership to colleagues in the team most directly affected. JS stated that the Trust was undertaking its own internal investigation around the incident but would ensure it did not interfere with the Police investigation. The HSE had been informed of the incident.

The Board asked if the area had been identified as particularly risky. JS

confirmed that there was nothing in our knowledge of the area to suggest it was high risk.

The Board turned to the safety improvement plan and RP outlined that whilst safety remained of great importance to the Trust, leaders needed to be seen to be active in reinforcing this and in addressing colleagues' concerns. RP informed the Board of the new process where any Riddor events were now reviewed in detail with the responsible manager presenting their investigation to the Executive team to ensure all lessons are learnt.

The Board questioned if more senior resource was required in this area, given its significance to the Trust and RP confirmed that discussions were ongoing. The Board supported visibility of management on site and was of the view that safety should always be the first item discussed. The Board reflected upon their experience elsewhere and suggested that a succinct message on safety could be beneficial to ensure colleagues knew safety is the primary consideration for the Trust. The Board welcomed the creation of a safety fund for staff to submit safety ideas and receive funding.

The Board asked how many towpath remedial works were outstanding and asked if the Trust had any further plans for improving towpath conditions, noting their importance to safety and the enjoyment of the network. JB confirmed that her team was working with the Infrastructure & Programmes Directorate to complete analysis on the current notifications, as a number had been closed and this would provide clarity so that any further scoping works could be completed.

The Board welcomed the discussion on safety and wished for this to remain an area of the board's focus.

The Board approved the creation of a Harbour Management Board to adopt the role of Duty Holder under the Port Marine Safety Code.

21/033 BOATER SATISFACTION (TRUST 545)

RP's paper ([Trust 545](#)) was taken as read. The Board discussed the results.

The Board received the report.

21/034 BOAT LICENCE TERMS & CONDITIONS (TRUST 546)

The Board thanked RP for his thorough Boat Licence Terms & Conditions paper ([Trust 546](#)) that outlined the results of responses to the consultation. The Board approved the new terms and conditions for leisure boat licences.

21/035 ACCELERATING CHARITABLE INCOME GROWTH (TRUST 547)

HS, JR, SG and MS jointed the meeting. HC introduced them to the Board.

The Accelerating Charitable Income paper ([Trust 547](#)) was taken as read. A

presentation was delivered from HS, MS, SG and JR.

The Board thanked HS, JR, SG and MS for the presentation.

21/036 GOVERNMENT GRANT REVIEW (TRUST 548)

HC provided a brief overview of her paper (Trust 548). JP, as Chair of the Grant Review Trustee Working Group shared feedback from the Working Group.

21/037 ANNUAL RESERVOIRS REPORT (TRUST 549)

DP joined the meeting. The Annual Reservoirs Report (Trust 549) was taken as read. DP delivered a presentation pulling out key information from the paper.

The Board received the Annual Reservoirs Report.

21/038 CIVIL ENGINEERING CONTRACT (TRUST 550)

The Civil Engineering Contract updating paper (Trust 550) was noted.

21/039 ETHICAL POLICY FRAMEWORK (TRUST 551)

TD's paper (Trust 551) was noted and deferred until the July meeting.

TD

21/040 INCLUSION & DIVERSITY UPDATE (TRUST 552)

GJ joined the meeting.

MG introduced his paper (Trust 552) and delivered a presentation. MG stated that there had been some successes in Inclusion and Diversity, but this had been relatively slow and there was more to do.

21/041 GOVERNANCE REPORT (TRUST 553)

The Governance Report (Trust 553) was taken as read.

The Board:

- (a) Noted the Advisory Groups' annual reports;
- (b) Note the plans for the virtual governance induction for new governance Regional Advisory Board and Advisory Group members;
- (c) Noted the successful strike-off applications for dormant subsidiary companies;
- (d) Noted the Charity Commission regulatory update;
- (e) Approved the re-appointments of Gerry Proctor MBE, North West Regional Advisory Board, for a second term from 30 May 2021 to 30

- May 2024; Anil Majithia, Chair of East Midlands Regional Advisory Board, for a second term from 30 June 2021 to 30 June 2024; Matthew Hunt of the London & South West RAB for a one year extension from 30 June 2021 to 30 June 2022; and approved the extension of Sir William Atkinson, the Chair of the London & South East Regional Advisory from 30 June 2021 to 31 December 2021 (section 10); and
- (f) Noted the re-appointment of Tim Sketchley for a second term as a co-opted member of the Investment Committee.

21/042 FORWARD PLAN (TRUST 554)

The Board received the Forward Plan ([Trust 554](#)).

21/043 CHIEF EXECUTIVE'S REPORT (TRUST 555)

The Chief Executive's Report (Trust 555 and Appendices 1, 2, 3, [4](#), [5](#), 6 and [7](#)) were received by the Board.

21/044 FINANCE DIRECTOR'S REPORT (TRUST 556)

SD introduced the Finance Director's Report ([Trust 556](#)) and summarised the key matters from his report.

The Board received the Finance Director's report.

21/045 MINUTES FROM COMMITTEES

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

21/028 ANY OTHER BUSINESS

The following matter of business were raised:

- (a) **Royal Visit:** RP confirmed that HRH Prince of Wales would be visiting Coventry Canal Basin on 25 May 2021 and the Chair with the West Midlands Director would host the visit.

There being no matters of further business, the Chair closed the meeting at 12.25pm.

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

Next meeting: 23 July 2021, Coventry



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 April and May 2021 unless otherwise indicated. The report covers visitors, colleagues, volunteers and contractors.

1.2 Redacted.

2. PERFORMANCE REPORT

Trust People AFR has not been adjusted re: reduced hours during Covid working or reduced volunteering hrs	April and May 2021 AFR	To end of March 2021	Target B21
Colleagues	0.30	0.19	
Volunteers	0.41	0.27	
Contractors	0.47	0.39	
Trust Overall	0.35	0.25	0.15

RIDDOR Incidents (YTD)	April and May 2021	Current B21 YTD	Prior year B20 YTD
Colleagues	4	4	0
Volunteers	1	1	0
Contractors	1	1	0
Totals	6	6	0

Fatalities	April and May 2021	Current B21 YTD	Prior year B20 YTD
Canal	2	2	4
River	1	1	0
Dock Marina or Towpath	0	0	2
Totals	3	3	6

Public Infrastructure Related Injuries	April and May 2021	Current B21 YTD	Prior year B20 YTD
Numbers of Reported Incidents	12	12	7

3. EXECUTIVE DIRECTOR SUMMARY

- 3.1 The safety performance in the Trust reached a low point in this period with the AFR at 0.35 which is the highest since April 2017. This was due to 6 reportable injuries in the 2 month period to the end of May (4 employees, 1 contractor and 1 volunteer). This compares to no reportable injuries during the same period last year (B20). **Redacted.**
- 3.2 The efforts to address the poor safety performance, as detailed in the Trust's Safety Improvement plan are being implemented and monitored by the Executive team. There has been a significant improvement in recording of positive interventions, near misses and incidents for the period, 1180 compared to 279 in the same period a year earlier, **redacted**, other progress is highlighted in section 7.
- 3.3 The internal investigation in the death of our colleague Clive Porter has concluded. There has, to date, been no further contact from the HSE following the sharing of requested information. The report's recommendations are being actioned as quickly as practicable, those already due are completed. **Redacted.**
- 3.4 Since the 1st April we have received 10 Covid Test & Trace reports, despite the increase in infections in England and Wales this is not a significant number and may reflect some under reporting. We continue to remind colleagues regularly of the need to remain Covid Safe.

4. FATALITIES

- 4.1 There were 3 fatalities which was the same number for the same period in B20. Details in Article II. **Redacted.**
- 4.2 **Redacted.**
- 4.3 Kirkthorpe Hydro Plant fatality July 2019 (Logincident #2901). A misadventure verdict was the outcome of the inquest into the death of Elliot Burton, the 15 year old boy who drowned. The Coroner has issued a Regulation 28 Prevention of Future Death to Wakefield Council, the owners of the hydro scheme and the Trust. Our response to the Coroner has been sent.
- 4.4 Leeds and Liverpool Canal fatality in March 2021 (Logincident #7104). We have provided a report to the coroner in Wigan in relation to the death of Darren Tony Hunt. **Redacted.**
- 4.5 Weaver Navigation Fatality, March 2020, (Logincident #4253). The Warrington Coroner has requested a statement from the Trust in relation to the death of a 21 year old man who tried to rescue his dog from River. We attended the incident to assist emergency services at the time last year.

5. PUBLIC SAFETY

- 5.1 **Redacted.** 12 incidents have been recorded for the reporting period, compared to 7 during the same period in B20. We continue to be more diligent in reviewing our incidents and investigating the cause and any defects.
- 5.2 The visitor risk assessment programme for 2021/22 has commenced and is on target, **redacted.**

6. COLLEAGUE SAFETY

- 6.1 Following a number of incidents we have issued 2 safety alerts: one relating to safe access of workboats and hoppers and the other sharing the outcome of the investigation following a contractor lifting incident.
- 6.2 Following the rise in slip and trip incidents, a work boot safety action team reviewed the incidents to see if the current work boots were a common factor. The team found that the boots complied with standard slip resistance required. However there appears to be a lack of slip hazard awareness of the working environment. Communications are being drafted to increase awareness and we will review the impact of this awareness campaign in 6 months' time.
- 6.3 Following the 4th Riddor reportable incident that involved a colleague falling into a hopper or workboat, an external investigator was engaged to review the incidents to understand if there are wider common root causes. The draft report will recommend some changes to our workboat standard, that the current safety action team working on access and egress to workboats and hoppers look at the best practice the investigator found plus wider refresher training to take place in CDM, risk assessment and manual handling.
- 6.4 We continue to use this consultant to aid the review of serious injury investigations and improve our own accident investigation quality and effectiveness.
- 6.5 COVID-19 – With the upturn in infection rates we have started to see increased numbers of reports including close contacts reported. We have refreshed colleagues on aspects of reporting requirements, and who is and is not a close contact. Following a change to guidance we are now reporting the identities of positive infection cases and their work close contacts to the Test and Trace scheme. Given the Government's delay in the move to step 4 out of Lockdown we encouraged colleagues to keep local for our 'Let's Reconnect' events, encouraged participation in the national vaccination program, making the use of local government testing facilities and reiterated the need to continue to maintain social distancing and follow personal hygiene guidance.
- 6.6 Investigations – a total of 29 investigations were completed within the reporting period. Of these, 9 were for colleague, 4 contractor, 4 volunteer and 12 for members of the public.

7. H&S IMPROVEMENT PLAN

- 7.1 The approved Safety Improvement Plan B21 has been shared with colleagues and volunteers, as has the Annual H&S Report for 2019/20.
- 7.2 In May we launched "*Steve's Safety Fund*" (by Steve Dainty, Finance Director & Chair Safety Culture Steering Group) which will provide access to additional funding for new projects focussed on safety improvements for colleagues or customers. 33 applications have been received, a cross functional team will review and award funding on 21st July. The deadline for projects be delivered is December 2021.
- 7.3 In May we also launched 'Safety Walks' whereby colleagues are encouraged to take time out to look at the area where they work, or any part of our network, and engage with colleagues to understand what's going well and what issues there are. The underpinning aims are visibility of leadership and standard setting alongside effective conversations with colleagues about safety concerns affecting colleagues. Training on how to complete a safety conversation is available within TrustEd and colleagues are asked to record their

walks as a positive intervention within LogIncident. Over 60 walks have been undertaken up to the end of June.

- 7.4 The Executive team have instigated a programme of reviewing all reportable incidents, which started in April, with the expectation of department heads presenting to the Executive an overview of incidents and investigation outcomes.
- 7.5 Following the completion of the Trust-wide online health and safety self-evaluation within ProEvaluate, the verification process has now commenced. A report on the findings is scheduled for July 2021.
- 7.6 During June we have launched an updated suite of safety audits for use on our Survey123 phone app, the intention being to make these more easily deliverable for colleagues and help promote higher standards in safety.
- 7.7 Toolbox Talks shared include an update on the new HAVs (Hand Arm Vibration) management process; how to check, care and maintain your throwline; how to complete an effective safety walk and; how to deal with floating weed that looks like grass.
- 7.8 The national audit (by Grant Thornton) of the safety management system planned for this year will commence in July. A planned self-audit of compliance with PUWER is scheduled later this year.
- 7.9 We are recruiting an additional resource to the safety team to increase the capability for general safety support in the Trust.

8. PORTS, DOCKS & HARBOURS

- 8.1 The inaugural Harbour Management Board (HMB) meeting was held on 2nd July, the HMB as the Duty Holder for the Trust under the Port Marine Safety Code, reviewed the designated persons report and noted that the Trust is now compliant with the code.
- 8.2 **Redacted.**

APPENDICES Redacted.



Trust Board Meeting
23 July 2021
Information & Decision Report
Trust 564
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 **Redacted (section 3);**
 - 2.1.2 Note the Council member nomination from CIWEM (section 4);
 - 2.1.3 Note the publication of the Waterways Ombudsman & Waterways Ombudsman Committee Annual Report 2020/21 (section 5);
 - 2.1.4 Approve the change of situation of the registered office from First Floor North, Station House, 500 Elder Gate, Milton Keynes, MK9 1BB to National Waterways Museum, South Pier Road, Ellesmere Port, Cheshire, CH65 4EW (section 6);
 - 2.1.5 Note the request for Trustee ID and proof of address (section 7);
 - 2.1.6 **Redacted (section 8);**
 - 2.1.7 **Redacted (section 9);**
 - 2.1.8 Approve the change of authority for using the common seal of the company, (section 10);
 - 2.1.9 Note the Charity Commission's recent regulatory cases (section 11) and the sector update (section 12);
 - 2.1.10 Approve the appointments to the North West Regional Advisory Board and the East Midlands Regional Advisory Board (section 13);
 - 2.1.11 Note the resignation from the East Midlands Regional Advisory Board (section 14); and,
 - 2.1.12 Note the update to the external Board Effectiveness Review (section 15).

3 REDACTED

4 COUNCIL MEMBER APPOINTMENT

- 4.1 CIWEM are one of the nominating organisations for Council. Jim Lamb, the current CIWEM nominated member, submitted his resignation in early 2021. CIWEM have nominated Terry Fuller, their Chief Executive, as the CIWEM nominee on the Council.

5 WATERWAYS OMBUDSMAN & WATERWAYS OMBUDSMAN COMMITTEE ANNUAL REPORT 2020/21

- 5.1 The Annual Report of the Waterways Ombudsman & Waterways Ombudsman Committee has been published. A copy can be found [here](#).

6 CHANGES TO REGISTERED OFFICE

- 6.1 The Trust will shortly be coming to the end of its lease of Station House in Milton Keynes, the current registered office for the Trust. Consideration has been given to a new suitable registered office, with the National Waterways Museum at Ellesmere Port as the proposed new location. Changes to the registered office can only be made with Trust Board consent. **Accordingly, the Board is asked to approve the situation of the registered office be changed from First Floor North, Station House, 500 Elder Gate, Milton Keynes, MK9 1BB to National Waterways Museum, South Pier Road, Ellesmere Port, Cheshire, CH65 4EW.**
- 6.2 As a consequence of the changes of registered office, the Trust will be required to inform a number of regulators, providers and partners etc and update its website and stationery etc. This will be completed once the changes to the registered office have been accepted by Companies House.
- 6.3 As a registered charity, the Trust is also required to notify the Charity Commission of registered office changes, to ensure the public record is up-to-date. Once the registered office change has been accepted by Companies House, the charity details on the Commission's webportal will be updated.

7 TRUSTEE ID AND PROOF OF ADDRESS

- 7.1 Trustees are required to provide ID documents and a recent proof of address every 12 months.
- 7.2 Updated information is required each year to ensure that current identity documents are held. The documentation required from Trustees is:
- Passport **or** driving licence;
 - Utility bill for the last 3 months.
- 7.3 This information is certified and held securely by the Trust for 12 months, when a request for fresh documentation will be made.
- 7.4 **Redacted.**

- 7.5 Since 2018, the GDPR has come into force. A Data Protection Impact Assessment has been completed to ensure that the Trust is collating, processing, and storing the data correctly.
- 7.6 Trustees are asked to bring an identity document and a utility bill to the July 2021 Trust Board meeting so a copy can be taken.

8 REDACTED

9 REDACTED

10 CHANGES TO AUTHORITY TO USE THE SEAL OF THE COMPANY

- 10.1 Following a number of changes to the personnel of the Trust's Legal team, approval is sought to amend the delegation to staff members authorised to use the common seal of the company. The proposed resolution can be found at Appendix 4. In summary, authority is sought to remove Jo Readman, Steven Brown and Yetunde Salami from the delegation and replace them with Tracey Townsend, Property Lawyer. The Board is asked to approve this change.

SECTOR/REGULATORY UPDATE

11 CHARITY COMMISSION REGULATORY CASES

- 11.1 The Charity Commission has published several regulatory decisions since May:

Charity	Conclusion	Relevance of Case
Knightland Foundation	Statutory inquiry opened; interim managers appointed. Inquiry considering if potential conflicts of interests and connected party transactions have been properly managed and if there have been an unauthorised trustee benefits.	Outcome will be reviewed for relevance
MWX Foundation (formerly Sussex Royal: The Foundation)	Regulator confirmed that the transfer of funds was in line with the governing document of the Royal Foundation and allowed under charity law, the transfer of funds was lawful and for activities permitted under charity law and there was no evidence of poor conflict management. However, the Commission found that decisions on spending were not adequately documented and limited trustees' abilities to demonstrate the reasons for their decisions.	Trust must continue to ensure that it documents adequately decision on spending.
National Equine Trust	The charity had been removed from the register in 2013 as it was no longer operating. A claim for adverse possession of land was made in November 2018. The Commission was named as a respondent to the proceedings in 2019. Two of the former trustees did not respond, the third had died. The Official Custodian for Charities acted as a holding trustee of the land. Two new trustees were appointed and will take steps to vest the land in the Official Custodian for Charities on a permanent basis.	No learning points

12 SECTOR UPDATE

- 12.1 The Charity Commission has published [advice and information on UK counter-](#)

[terrorism legislation and how it may affect charities and their work.](#)

- 12.2 The Charity Commission has issued an alert for international aid charities to improve their safeguarding practices. Whilst the Trust does not operate internationally, Trustees may be interested in the approach of the Commission to safeguarding matters. The alert can be found [here](#).
- 12.3 The Fundraising Regulator has announced its intention to develop a pathway for charities and other fundraising organisations to “self-report” incidents that breach the Code of Fundraising Practice. The intention of this pathway is not to increase the reporting burden, recognising that breaches may be reported to other organisations such as the Charity Commission or ICO. No date for issue of the pathway has been set. Further information can be found [here](#).
- 12.4 BDO has circulated an article, “Restoring trust in audit and corporate governance – Consultants on the government’s proposals March 2021” that summarises the government’s proposed changes to improving audit, corporate reporting, and corporate governance systems. These proposals may affect charities, see the article [here](#) for further information.
- 12.5 The Corporate Governance Institute (formerly ICSA) has run a series of sessions on mindful exclusion, exploring the reasons why candidates from non-traditional backgrounds may be excluded from board appointments. A summary of the work can be found [here](#), the report is available on 20 July and will be added to the Resources area of Diligent (can be found in Diligent under Resources, Trust Board, Meeting Resources 23 July 2021).

APPOINTMENTS

13 REGIONAL ADVISORY BOARD APPOINTMENTS

- 13.1 The Board is asked to appoint the following members to the North West Regional Advisory Board for a first term of office, from 23 July 2021 to 31 July 2024:

Mr Mick Cartledge

Redacted.

Rt Hon Sir Robert Atkins

Redacted.

Professor Ebrahim Adia

Redacted.

- 13.1.1 Redacted.

- 13.2 The Board is asked to appoint the following members to the East Midlands Regional

Advisory Board for a first term of office, from 23 July 2021 to 31 July 2024:

Kamla Pattni

Redacted.

Nigel Cooke

Redacted.

14 REGIONAL ADVISORY BOARD RESIGNATIONS

- 14.1 Gemma Bacon, member of the East Midlands Regional Advisory Board, submitted her resignation in June 2021.

15 EXTERNAL BOARD EFFECTIVENESS REVIEW UPDATE

- 15.1 The external Board Effectiveness Review is ongoing, with the report and findings now due to report to the September Board meeting.

July 2021

Appendix 4 to Governance Report



A company limited by guarantee registered in England & Wales under number 7807276; and a charity registered with the Charity Commission under number 1146792.

The Board of Trustees of Canal & River Trust (the Trust) passes the following resolution on 23 July 2021 by decision of a majority of the Trustees present and voting at a quorate Trustees' meeting in accordance with article 12 of the Articles of Association of the Trust:

1. That Jo Readman, Steven Brown and Yetunde Salami are removed from the persons authorised to use the Common Seal of the Company to documents implementing approved transactions with effect from 23 July 2021;
2. The persons named in the Schedule to this resolution are authorised to affix the Common Seal of the Trust to any document for the purpose of its execution (as a deed or otherwise) on behalf of the Trust. The application of the Seal to a document shall be sufficiently authenticated by any one person so authorised countersigning the document at the place where the seal is affixed.
3. The persons named in the Schedule to this resolution are authorised to act as representatives of the Trustees of the Trust for the purposes of giving such certificates as are required to be given by the Trustees under the provisions of Part 7 (Charity Land) of the Charities Act 2011 for the proper disposition by or in favour of the Trust of land held by it or to be held by it (in either case whether or not as a trustee).

SCHEDULE

Name	Job Title
Tom Deards	Head of Legal & Governance Services
Helen Sillitto	Senior Environment Lawyer
Tracey Townsend	Property Lawyer
Lucy Barry	Senior Solicitor Advocate
Alex Newborough	Senior Employment Lawyer
Kate Dunwoodie	Senior Property Lawyer
Scott Lo	Planning & Environmental Lawyer

MEMORANDUM TO THE BOARD

CHIEF EXECUTIVE'S REPORT – JULY 2021

1. INTRODUCTION

- 1.1 This report covers the period to the end of May 2021, with more recent updates where available.

2. CORONAVIRUS

- 2.1 Activities within the Trust and on our waterways have steadily increased as the Government unlocking plan has progressed and the vaccine rollout has continued. Use of the navigation has returned to, and indeed exceeds, 2019 levels based on lockage data. The delay in the move to Step 4 to 19 July meant that larger events have been postponed until later in the summer but smaller community activities are widespread. The Trust's 'Let's Reconnect' initiative – encouraging colleagues to meet up – has gained momentum. However, with the Delta variant rife and the number of daily cases rising, colleagues are being asked to be cautious in their use of office hubs from next week when they re-open. Encouragingly volunteer numbers are increasing quickly with reports of many new volunteers signing up.

3. INTERNAL ENGAGEMENT

- 3.1 The latest 'pulse' engagement survey – with around 30% of colleagues invited to participate - shows colleague engagement falling slightly since March, to 65%, though this change is not statistically significant. There has been a large drop in those feeling motivated by the Trust which will be the focus of our response. Some of the feedback on safety has also declined despite active recent campaigns and efforts on safety messaging will be intensified. In September we will be re-launching our mass engagement 'Trailer on Tour' events and these issues will be central to the messages.
- 3.2 We have completed our investigation into the tragic death of Clive Porter, reported at the last meeting, **redacted**.
- 3.3 New People Director, Karen Seth, starts on 19 July and will join the Board meeting. Following Simon Bamford's retirement, the process to identify a new Chief Infrastructure & Programmes Officer continues and an interim arrangement – with the Heads of Asset Management and Project Delivery reporting to the Chief Executive and the Head of Direct Services to the Chief Operating Officer – is in place for the next few months.

4. REDACTED

5. PERFORMANCE

- 5.1 Appendix 1 sets out the year end key performance indicator results for the first two months of 2021/22. As noted in the Health & Safety report our Safety performance has not improved in the first two months of the new year and is shown as red in the

appendix, though a sharp improvement would still mean it is possible to meet the year end target. Similarly, the drop in boater satisfaction – covered in more detail in an attachment to the COO's report – is noted as being 'red' given the concern about this further decline, especially as it is now based on recent boating experience.

5.2 Some other measures are shown as 'Amber' status after a below target performance in the first two months. Some – like volunteer numbers – will have been affected by the gradual resumption after the lockdown. Others are based on a small survey sample in the first two months and are expected to improve as a larger sample is accumulated. This will be closely reviewed for the next meeting.

6. EXECUTIVE REPORTS

6.1 The Executive's reports feature as Appendices 2, 3, 4, 5, 6 and 7.

Chief Executive,
July 2021

APPENDIX 1: Key Performance Measures/ Targets – at 31 May 2021

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			31 May 2021 YTD	Full year target	Prior year actual
			2021/22	2021/22	2020/21
Growing the number & satisfaction of users & visitors	Visitor Volume	No. of users & visitors to our waterways in typical two-week period within specified period	8.9m	9.5m	8.3m
	Satisfaction Rating - user & visitor experience	Towpath User Satisfaction	83%	86%	84%
		Boater Satisfaction	50%	67%	54%
Improving our public safety and health & safety of our colleagues	Public Safety	No. of reported incidents due to infrastructure	12	30	53
	Safety of our Colleagues	Combined employee, volunteer/ contractor RIDDOR accident frequency rating	0.35	0.20	0.25
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	50%	50%	48%
		% of local people from BAME communities using our waterways regularly	43%	50%	47%
Being relevant & valued locally	Value of Waterways (1km)	% of people living within 1km corridor recognise the value of waterways	75%	80%	76%
	Feel Safe by Water	Proportion of visitors to/users of the Trust's waterways rating their personal security as excellent or good	80%	82%	80%

MEASURES FOR SUCCESS (KPIs) FOR NATIONAL & REGIONAL REPORTING			31 May 2021 YTD	Full year target	Prior year actual
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) 59% (1km)	50% (all) 65% (1km)	48% (all) 64% (1km)
Building a strong and broad supporter base	Supporter Growth	Nº of Supporters (active & passive)	936,520	1,000,000	883,947
		Nº of active Friends & other regular individual donors	27,693	35,000	27,721
Improving colleague engagement & diversity of those working & volunteering for C&RT	Diversity	% of colleagues from BAME background	4.8%	6.0%	4.8%
		D&I - % of recent hires BaME	5.0%	12.5%	11.4%
	Colleague Engagement (Employee/Volunteers)	Colleague engagement score	65%	72%	67%
		Volunteers	69%	76%	74%
Expanding our volunteer base/impact	Active Volunteers	No. of volunteer hours & No. of active Trust volunteers	53,422 2,706	600,000 3,500	236,803 2,214
Defra Waterway Targets – improving our waterways/assets	Towpath Condition	Towpath condition graded C or better	<i>Annual KPI</i>	>80%	81.32%
	Principal Assets	Principal assets grade C or better	87.09%	>86.5%	87.11%
	Flood Management	Condition of flood managemt assets graded C or better	<i>Annual KPI</i>	>99%	99.43%

APPENDIX 2: OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

1. PURPOSE

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

2. WHAT'S GOING WELL, NOT SO WELL

2.1 Positives

- 2.1.1 We welcomed 3 cohorts of waterway kickstarters to regions: NW, EMS, WMS. 47 kickstarters started the programme with 22 in the waterways 23 in Direct Services and 2 in social media. So far, we have an excellent overall retention rate having lost just 3 since commencement of the programme. We were unable to recruit to all the 69 places secured but we are planning for a potential second wave.

- 2.1.2 Let's reconnect - Colleagues are welcoming the opportunity to meet face to face and re-establish team relations. Enthusiasm has been maintained despite the extension of COVID controls with people mindful of the need to avoid unnecessary travel.



2.2 Challenges

- 2.2.1 The dry weather in the first part of the spring/summer had started to impact on navigation availability, particularly in the North West. However, the last few weeks of rain have improved the reservoir holdings.
- 2.2.2 There continues to be mixed experience with the launch of the new CRM system, it is working well in customer service but we still have some challenges with volunteering with further development still to undertake.

3. OPERATIONS - Covid-19 pandemic response

- 3.1 Transitioning to Step 3 of the government road map on 17 May was significant with greater freedom for hire boat customers, our museums and attractions able to reopen, and relaxation on group engagement numbers. Communications in the period reflected this with boaters and towpath visitors returning to the network in greater numbers. We updated our guidelines on our website based on Government advice relating to the localised hotspot travel guidance in England.
- 3.2 The delay to removing social distancing restrictions has particularly impacted the museums and attraction sites where planned full reopening is still on hold, a cautious relaxation of restrictions will begin on 19th July.
- 3.3 Looking ahead, we are reviewing the degree to which we will return to pre-covid service levels on aspects such as services cleaning and the assurance activity that goes with that. Ultimately, we will continue to follow government guidance.

4. OPERATIONS – General

4.1 National Vegetation Contract -Tendering for the renewal of this £10m+ contract will commence imminently with the release of tenderer prequalification questionnaires. This is the first stage of the process to mobilise new contracts by April 2022.

4.2 Operational incidents

4.2.1 Watford flight had to be closed overnight due to the discovery of a large void under a lock quadrant. Good team working across Ops and Engineering enabled out of hours visits and assessments to be made, followed by a temporary way of safely operating the lock being introduced. The flight was opened again, under restrictions and with VLKs¹ operating the lock, by the following morning. A temporary repair will now take place to be followed by more extensive investigations as to causes, as the lock was only repaired in 2018.

4.2.2 Downstream of Kings Road Lock, Aire & Calder - In May a lorry crashed through barriers on the M62 motorway and landed in the navigation below. Emergency response was enacted to prevent a major pollution incident and to assist emergency services in their activities on site. Unfortunately, in the course of recovering a punctured fuel tank that had detached from the lorry a member of staff suffered a broken bone in their hand when it was trapped between the fuel tank and the riprap in the navigation. A full investigation has been carried out.



4.2.3 A dry start to the year meant that first level restrictions had to be implemented on the Leeds & Liverpool Canal together with the Peak Forest and Macclesfield Canals. The weather changed in May and the reservoirs and catchment areas started to recharge which alleviated some of the concern for the season. During June, the Rochdale Canal has struggled to maintain navigable depth on the summit.

4.3 Water Resources

4.3.1 The Trust has lodged appeals against 6 of the 47 abstraction licences issued by the EA in March. The Planning Inspectorate has confirmed they were valid appeals and we have until 5th July to submit additional information/evidence. We have instructed David Hart QC to act for the Trust. The EA also have 6 weeks to make their case, and then there will be the opportunity for each side to comment further.

4.3.2 Site visits with Regional operational teams, engineering and environment colleagues have taken place through May and June, to provide a “walk-through” of the licence requirements. These have identified some abstraction control structures require remedial works to ensure compliance with the licence conditions. The team is prioritising this arising work.

4.4 Open Days have been progressing across the regions and plans are developing for the rest of the summer, events held included:

4.4.1 Y&NE - Ponderosa Park Activity Day with Zest, a community organisation. Over the day 32 young people and 14 adults attended our activity stall; Let’s Paddle, Tinsley Marina – 9 children and young people attended this session along with 10 adults.



4.4.2 L&SE – Brent reservoir uses a local venue for a school engagement event with children learning about the environmental benefits of the reservoir. Children created artwork which will be used in our Quainton Street Art Project in the coming months. Open Day in Alperton saw 100 individuals along the towpath, some returning for a Let’s Walk in the afternoon.

¹ Volunteer lock keepers

- 4.4.3 NW - Let's Go Paddling week in June was a huge success with 134 paddlers, four community partners and 23 rubbish bags collected across four locations at Bootle, Wigan, Blackburn and the National Waterways Museum at Ellesmere Port; Over the weekend of 11-13 June, 'Abandon Normal Devices' were on site, coinciding with National Lottery Open Week, based on a pontoon: WETLAB is a floating laboratory. Over three days at NWM WetLab artists held workshops and fun activities with visitors that highlighted systems of care and culture in and around the canals, exploring the impact of climate change and pollution on the Trust's waterways, as well as celebrating the networks that exist in the local area.



5. ORGANISATION

5.1 Reimagining the Trust

- 5.1.1 During May 4 days of workshops were held with our AOMs to encourage them to identify issues and challenges that affected their roles and that we can tackle to make ourselves more time-efficient and cost-effective in the future. Over 450 separate initiatives were generated and these rationalised first to 11 proposals and then 4 prioritised project areas. The projects are now being refined and delivered with cross functional workshop groups. Colleagues in DS also held workshops and have a set of projects to work up alongside the operations teams.

5.2 Advisory Boards

- 5.2.1 A Regional Advisory Board (RAB) Chair's dinner was held early June, it was the first face to face gathering in over a year. The RAB chairs are visiting Coventry on 16th July.

- 5.3 We have recruited a Head of Volunteering who will commence with the Trust in September.

6. LONDON & SOUTH EAST REGION

- 6.1 We will be holding the inaugural meeting of the Trust/Haringey Council/Lee Valley Regional Park Authority working group in June, seeking to better connect our organisations as we deal with common issues around Tottenham.

- 6.2 Agenda 21 moorers along the Oxford Canal have been involved in co-designing speed calming measures along the Oxford Phase 3 towpath route. After the moorers expressed their concerns regarding safety related to speeding along the new towpath, an active engagement strategy was devised to include them in planning calming measures.

- 6.3 A report has been compiled following the Southall towpath improvements feasibility study. The findings are being presented to the project funders in June. Once the funders have approved the report then the CE team will feed back to the Southall community. Additional engagement activities carried out have included a visit arranged through The Explorers Programme by a local primary school. Feedback focused on reducing dumping of food and cutting back vegetation that has encroached the road.

- 6.4 Colleagues have been taking the opportunity to reconnect since restrictions eased with some people meeting for the first time in over a year including new colleagues who had not yet met the team.



- 6.5 Water Safety Zone – following an acrimonious open meeting, independent facilitator used during May to engage different waterway users on their views and concerns, aiming to seek

common ground and solutions. During June engagement will continue with groups and individuals online. In July, engagement will focus on how issues can be addressed. Until the stakeholder engagement concludes, the installation of the Water Safety Zone signage remains on pause.

- 6.6 Eco Mooring Zone was launched 17th June to coincide with 'Clean Air Day'. Further works continue in Islington and Camden. Once finished it will make the LB of Islington entirely covered by the eco-mooring zone. The site in Camden will be a towpath mooring but will have the same infrastructure.
- 6.7 Close working between commercial operators and our Contracts Manager is resulting in speedy removal of problematic aquatic weed growth, having a positive impact on customer and business boating relations.
- 6.8 Works to provide new residential moorings on the Limehouse Cut is due to start this month, realising a project that has been in development for a number of years, providing much needed residential berths within London.
- 6.9 A presentation was given to the Ealing Social Prescribing Network to outline the activities that the link workers could refer patients into including volunteering opportunities. This has the potential to impact over 200 vulnerable residents. Connections have also been made with Social Prescribing Link Workers in 2 other London Boroughs, Tower Hamlets and Enfield.
- 6.10 Tottenham Community Roots - 3 clean up groups held recently with partners and further planned in the summer. Includes Community Payback groups working regularly at Stonebridge. Walking groups are being developed including a new walk from Hackney Wick to Markfield and Walk with Black Men. Arts projects are being developed with a writing organisation for 'Spread the Word events', digital project with Big Creative change and Art for Haringey.
- 
- 6.11 An active partner group in west London, LAGERCan, have been awarded the Queen's Award for Voluntary Service. They litter pick along the Grand Union and also in numerous open spaces across the London Borough of Ealing.
- 6.12 Let's Walk – The Hackney weekly walk is ongoing and is increasing numbers. New walks agreed in Hounslow from Brentford starting in June. New walk routes in Tottenham and Haringey are also being risk assessed in June with the aim to start in early July.
- 6.13 A representative attended the premier of Blacks Can't Swim- The Sequel film, after which the Chair of the Black Swimming Association ran a Q&A session highlighting their invitation to the sector to engage with them. This is a dynamic Association with a focus on tackling inequalities who have also engaged young people to tell their story, building on our existing relationship with the group.
- 6.14 Face-to-face education in schools and on the towpath has re-commenced in a limited format. There were 473 participants this month, including our adoption group at Little Venice Garden and a Southall school who worked with us over 6 weeks, culminating in them contributing the community conversation around Southall development plans.

7. WALES & SOUTH WEST REGION

- 7.1 In South Wales there have been a number of incidents and near misses reported, particularly at Llangynidr including injuries following loss of control of windlasses on locks. In response we have welcomed several of new lock keepers and rangers to the team and are

now able to have lock keepers present at Llangynidr on a daily basis as well as expanding the offer at Brynich lock as well.

7.2 Volunteers have been contributing to completion of 90% of Planned maintenance over the last three months, as well as minor brickwork notifications by the Volunteer “Brick hit squad” .

7.3 Communities on the Western K&A: We continue to receive regular complaints from waterway and towpath users regarding behaviour of individuals moored between Bradford on Avon and Avoncliff and the stretch remains a restricted area for Trust colleagues due to safety concerns. Good progress made with local police to enable a level of service to resume, including licensing activities. Weekly meetings are being held between W&SW colleagues and the police force to strengthen the working relationships.

7.4 We have created a partnership with Discover Paddling as part of the Activity on the Water strategic programme. Regular activity sessions to take place in the Docks arranged between the region and National Waterways Museum Gloucester. Joint marketing opportunities to promote these sessions as part of the ‘Let’s’ campaign.



7.5 The Cotswold Canals Trust has been awarded the Queens Award for Voluntary Service. This fantastic news and really well deserved by all involved in the project

7.6 Our programme of Let’s activities has begun with Let’s Outdoor Yoga, which has been well attended every week. At Trevor Basin the introduction of the sale of drinks and ice cream at the visitor centre has boosted income – by 17th June we had already exceeded the month’s income target. Spot Well-be in the photo!



7.7 A c.£15m bid for Montgomery Restoration has been submitted in partnership with Powys County Council to the UK Government Levelling Up Fund. If approved works will be delivered from winter 2021 to March 2024 and will include the majority of the works to reopen the Montgomery Canal to navigation; a 4.4mile section from the border at Llanymynech to Arddleen to connect to the 12 miles already restored section each side of Welshpool.

7.8 We have appointed a new Torfaen Community Roots Officer following delays due to covid. Priorities include developing volunteering, schools adoptions, delivering brand outcomes and the Trust’ commitment to the Welsh Language, supporting the Let’s campaign and developing a Welcome Station in Pontymoile.

7.9 290 children have received virtual workshops about their local waterways, mainly about staying safe near water. Almost 50 children from uniformed groups have taken part in our Water Safety workshops online and have ordered and received Explorers Water Safety booklets to reinforce the safety message.

7.10 A positive site meeting with Swansea Council Regeneration and Swansea Canal Society has led to an invitation to meet Welsh Government officers regarding potential regeneration funding in the Swansea Canal corridor.

7.11 Positive discussions with the Oracle Shopping Centre, Reading BID and EA are continuing to secure funding for the installation of floating ecosystems in/around the Oracle. Verbal pledges to date total £45k.

- 7.12 A £12.6m bid has been submitted to the UK Government Levelling Up Fund by Wrexham & Denbighshire Councils for the Pontcysyllte Aqueduct & World Heritage Site and Dee Valley Visitor Network as a partnership bid with the Trust and Solutia UK Ltd. The bid incorporates a number of projects across the 11 miles of the World Heritage Site and beyond, and will deliver elements of the Trevor Basin Technical Masterplan. Approval is anticipated by late summer / early autumn.

8. WEST MIDLANDS REGION

- 8.1 His Royal Highness, the Prince of Wales, was hosted by the Chairman and regional director in Coventry as part of the lead up to the City of Culture. They visited the newly renovated canal-side former Daimler factory, now home to the arts which has the environment and the adjacent canal firmly at its heart. A range of projects were displayed related to the City of Culture. There were meetings with our partner group representatives, Regional Advisory Board Chair and local volunteers followed by a 10-minute trip to Coventry Canal Basin on the working heritage boat Scorpio. Once there, they watched several performances by our partners, Highly Sprung, a physical theatre company and Random String, an art collaborative who are working on a project with us to combine art and technology to deepen our engagement with the natural world.



- 8.2 Wellbeing activities significantly increasing in recent weeks, and included work with Birmingham Metropolitan College, Stoke College Art Project, Saheli Hub and Nowka Bais and Camp Hill Locks, Wolverhampton Muslim Women's Group, combining forces with Birmingham Canal Navigations Society on a community day at the recently improved Titford Pools.



- 8.3 We have seen a strong return to volunteering activity with almost 15,000 hours in the months of April and May; a trend that should be maintained and deliver our ambition of upto 200,000 hours by the end of the year. However the recording of hours in Sugar CRM has teething issues.

- 8.3.1 The first big canal event, the Floating Market and Arts Festival in Coventry took place at the end of June. Whilst the live Music element has been scaled back due to ongoing Covid restrictions, a full weekend involving arts and culture, including and a film screening by Flatpack as part of Cine Cov. One of our partners, [Ludic Rooms](#) start "Roam and Dwell" drop-in arts activity in the Basin from mid-June.

- 8.4 The region is also trialling the Stay Kind Slow Down Speed Indication Devices in Coventry, Birmingham, Wolverhampton and Staffordshire.

- 8.5 Coventry Canal's Green Flag application is being considered by Keep Britain Tidy following a positive site visit on 16th June.



- 8.6 £218K secured, including c. £200k from ERDF towards Cannock Extension Canal Greening the Grey to deliver biodiversity and access improvements alongside the planned dredging works. In addition, £18k grant agreement has been issued by the EA to cover the costs of upgrading the off-side path for fishing at Fens Pool, and for Titford Pools Fishing Pegs.

9. EAST MIDLANDS REGION

- 9.1 Community engagement activities resumed in May. These have included regular wellbeing activities in Nottingham as well as wellbeing walks in Leicester, Foxtan and Stoke Bruerne.

9.2 The region has also delivered a number of Let's Paddle events and on-water litter picks from locations across the region. Wellbeing canoeing and paddleboarding activities took place at Castle Wharf in Nottingham, Holme Pierrepont, Leicester and Foxton. In total 100 individuals engaged with the various activities that took place in May.

9.3 The team at Foxton Locks recently hosted a successful Green Flag judging visit.

Beautiful day @GreenFlagAward judging Foxton Locks today, we certainly picked the right day for it ☀️
Thank you to the very knowledgeable team for the tour!
@CRTeastmidlands @KeepBritainTidy
#greenflagaward #greenspace



9.4 After re-opening for inside service at Stoke Bruerne, nearly 2,000 people visited over 9 days in the busy May spring bank holiday, taking nearly £8k in café/retail income over the holiday period. The ground and first floor of the museum are now open with the first installation in the 'Community Case' being hosted by the Friends of the Canal Museum as recognition of their financial donations and hard work in helping develop the new museum spaces.

9.5 Local volunteer recruitment has been successful & saw over 130 individuals sign up for various opportunities across the region. Monthly communication to all regional volunteers is a high priority. The move to SugarCRM is challenging, we are currently unable to send mass communications through SugarCRM, and are reliant on local task managers and volunteer leaders to forward communications.

9.6 The Beat the Street projects in Leicester, Oadby and Wigston have started. In Leicester 12 schools have received a water safety presentation from the Trust, 92 schools are taking part in the project and 4,733 individual young people are participating in the project. Over 37,000 people have been played the game so far in Leicester.



9.7 A new relationship currently being developed is with the Hungarian East Midlands Society (HEMS) to develop a partnership to help improve a number of benches along the Notts Beeston Canal. These are currently heavily graffitied. The project aims support Hungarians to integrate into British society and reduce their isolation through positive relationships with the wider community.

9.8 The Loughborough Town Deal Board has now had their application for funds assessed and have been awarded £17m. The Trust's proposal for £900k to improve the waterway along a 2km stretch at the centre of the town has been approved for next year

9.9 Erewash Borough Council has secured Towns Deal funding, which includes funds for a new bridge in Long Eaton. Loughborough Borough Council has secured Towns Deal funding, some of which will fund the resurfacing of 2km of towpath through the centre of Loughborough.

10. NORTH WEST REGION

10.1 The region has slowly opened its navigations following Storm Christoph, with Trent & Mersey and Macclesfield Canals reopening to boating customers. As some parts of the network have been reopened others have closed. Saltersford Lock on the Weaver Navigation closing in June due to one of the lock collars failing, at Hunts Lock, problems have continued with the new gate which will not open fully and attempts to repair have so far been unsuccessful.

10.2 The business boating community have been very appreciative of the work done to improve passages in the North West following completion of major stoppage works on the Trent &

Mersey, Shropshire Union, Macclesfield and Llangollen canals. This has allowed for passage on favourite cruising rings and has coincided with the easing of Covid lockdown restrictions and the onset of the holiday season. The joint project with the Bridgewater Canal Company has been completed. Private and commercial boaters from either waterway can now book passage on each other's waterway using the Trust's passage booking system.

- 10.3 The Operations Team have responded to issues throughout May and June. Paddle and gearing failures continue to pose significant issues with new failures arising each month, in all areas of the region. Bridge strikes have occurred throughout the region with multiple strikes being reported each month.
- 10.4 The Shropshire Union team hosted Green Flag assessors on 3 June, starting at the National Waterways Museum at Ellesmere Port and taking in Beeston Iron Locks and Northgate Locks in Chester. The assessors particularly complimented the knowledge of the team and the vision for volunteering participation.
- 10.5 Colleagues at the National Waterways Museum in Ellesmere Port have also been encouraged by the fantastic feedback from the Green Flag Judge, who were impressed with many of the recent additions at site, with the play area, floating garden and Porters Row heritage garden coming in for high praise. The judges were also impressed at the levels of volunteering at the site, as well as the enthusiasm and enjoyment for what we do, which shone through during their visit.
- 10.6 The National Waterways Museum (NWM) and Anderton Boat Lift (ABL) continue to operate with Covid measures in place and visitors have expressed their confidence in the sites. The teams are now focussing on increasing the numbers of volunteers, to enable the sites to revert to their usual seven-day opening before the start of the school summer holidays. The lack of boat trips at ABL, is still having a significant impact on visitor numbers and income. The launch of the museums 45th birthday anniversary took place in June. The initial social media posts about how it all began in the 1970s, with a hashtag #NWM45, reached 4,500 people and 300 engagements.
- 10.7 Toddbrook Communications - A second public consultation, lasting three weeks, has concluded into the proposed final design solution. Two face-to-face events were held in Whaley Bridge.
- 10.8 Royal Albert and Salthouse Docks have been awarded Marina Blue Flag status, making this the first site in England to receive the prestigious award. The Trust's marinas qualified for the world-renowned Blue Flag Award in recognition of the highest standards of environmental information and management, safety and services.
- 10.9 The Trust will host a "Wellbeing Weekend" which will run between 20 and 22 August. The event will be centred in Albert Dock, Liverpool but will run right across the waterfront from Stanley Lock Flight through to Brunswick Dock. A host of activities will be available including several "Lets" activities. There will also be the opportunity to explore the Docklands Heritage Trail.
- 10.10 National Lottery Heritage Fund (NLHF) project, Finsley Gate Wharf is due to open 7 July 2021. The first event will be the Burnley Bondholders Breakfast on 8 July followed by a VIP invitation only event in the evening.
- 10.11 Funding: Burnley towpath - £55k of S106 funding has been secured to improve the towpath around Hapton/Burnley. £328K has been awarded from the Department of Transport,



through Sustrans, and in partnership with Cheshire West and Chester Council, to carry out enhancement works to a further 1.5km of Shropshire Union canal towpath from Bridges 134 to 135. West Lancashire Linear Park – approx. £170K has been secured for towpath improvements which will form part of the West Lancashire linear park on the L&L Rufford Branch.

- 10.12 The Trust will be hosting a volunteer team day for AstraZeneca staff on 9 September on the Macclesfield Canal, where the pharmaceutical giant has a base. Local and national business & corporate engagement teams are working together to form a strategic approach for AstraZeneca.

11. YORKSHIRE & NORTH EAST REGION

- 11.1 Standedge Visitor Centre - 2 volunteers have successfully qualified as boat masters after in house training, more to follow. Other volunteers have been trained as deckhands and crew on trip boats and to be a guide for passengers, bringing history to life in a framework of safety. In addition volunteers are now successfully piloting private boats through the tunnel supported by volunteer tunnel controllers and tunnel safety shadows. The volunteers have increased the number of boats taken through in a day due to rising demand. When covid restrictions are relaxed, a piloted service will still be offered, but we will return to the usual method of chaperoning boats through. We have extra volunteers wanting to join the team and will be able to train them as soon as restrictions ease.
- 11.2 Green Flag judging visits were led by the Operations Team on the Rochdale Canal and Huddersfield Narrow Canal on 10th June. Positive comments were received on site from the judges and some great volunteer engagement was witnessed.
- 11.3 May was the first month we reported on first contact resolution, which is a measure of how many issues can be solved by the customer support team without asking the AOM's of others for advice. This was measured at 59% for our region, one of the highest in the country and the team continue to resolve as many enquiries at first contact resolution as possible and so we anticipate this will increase.
- 11.4 Towpath upgrade schemes on the Leeds & Liverpool Canal and Huddersfield Narrow Canal, funded by WYCA, continue to go through the appraisal process. Both schemes are valued at £1.3m with a total of 7.5km of towpath to be upgraded. The final outcome of these bids is expected later this month.
- 11.5 Sustrans have secured for DfT funding for two projects in our region. One will see a small section of towpath upgraded on the Aire and Calder Navigation completing a section previously upgraded between Leeds Dock and Woodlesford. The other is to fund a detailed feasibility study into Skelton Grange Bridge and options for creating an accessible route around the bridge.
- 11.6 Two new Towpath Rangers have started on the Ripon and Ure navigations and recruitment has begun for volunteers to man the Naburn Locks Welcome Station went live. Naburn Lock Conservation volunteers have begun painting the Welcome Station ready for opening.
- 11.7 Home Office Volunteering recommenced in April. Their volunteers are helping to open up a woodland near Tinsley marina which will create a woodland walk and picnic spot. The group cut back brambles, cleared litter and planted more trees.
- 11.8 We now have four visitor safety risk assessment volunteers who have begun their training with the safety team. They will be a huge help to the region in ensuring our sites are assess as well as it being a fantastic opportunity for development for the volunteers

12. CUSTOMER SERVICE SUPPORT

12.1 Boating & Mooring

- 12.1.1 Most businesses have been able to operate in some capacity since 17 May and have seen reasonably strong demand. Some sectors are more sensitive than others, particularly trip boat providers. There is a degree of business licence and mooring agreement debt as a legacy of the impact of Covid. The business boating team are dealing with customers sensitively in this regard.
- 12.1.2 The BSS has relaunched its examiner training programme and 40 Trainees have started their online learning modules.
- 12.1.3 The report from the boat licence terms and conditions consultation has been published along with FAQs and the new terms and conditions.
- 12.1.4 Boating & Navigation, maintenance and customer information remain the top three contact reasons nationally, Facilities and asset maintenance are the biggest sources of enquiry which correlates with the reasons for general levels of dissatisfaction from the surveys. To counter concerns we are having a concerted push on boating communications. Focussing on proving that we listen to and address boater priorities with examples and photographs in our fortnightly boaters updates.

12.2 Boat Licensing Customer Support

- 12.2.1 The restart of licence enforcement processes, and sightings has resulted in a drop in active enforcement cases. Contact with boaters is prompting resolution and full sightings, the ability for boaters to return to the water to display index numbers, and easier access to BSS examiners etc is also having a positive impact. We have seen a reduction in CC cases but are unsure if this is transitional.
- 12.2.2 BLCS continue to recover from the loss of Clive Porter, with feedback around safety, systems and processes collected from all regional teams and actions from the investigation report. The Trust is undertaking a full test of daily use of Body Worn Video (BWV) in London, this involved strong communications to customers, signalling our support for colleague welfare. The Trust has relaunched and re-emphasised “the line”, guidelines on how to respond to abusive behaviour and updated its external email communications with customers (stating that it will not tolerate abusive behaviour).

13. VOLUNTEERING

- 13.1 Volunteer reporting is currently unreliable due to the ongoing implementation of the SugarCRM system. Therefore usual report cannot currently be provided but updates to the system are expected to resolve this imminently. The introduction of Sugar has been very challenging for the volunteering team both nationally and regionally.

14. LET'S FISH

- 14.1 Planning for the Let's Fish 2021 is well advanced with delivery commenced. Partner clubs are split into premiership and championship deliverers with informal contracts in place with agreed targets. Superb support from the West Midlands region who have also so far obtained £1,500 in charitable donations with £10K plus from Staffs Police Commissioner looking likely. By the end of May there have been 89 events.

15. OPEN WATER SWIMMING

- 15.1 We have updated our [webpages](#) to clarify the Trusts approach. Although we have had to be clear that we have no unauthorised swimming in our reservoirs - we are working towards making more of our suitable waterspaces available by working with competent partners

through linking with Beyond Swim, an umbrella organisation which facilitates flexible swimming access to accredited sites.

15.2 Currently we are working towards formal agreements and ensuring competency at the sites currently in use by various clubs.

15.3 We have invited the Open Water Swimming Society Chair to present to our internal group and have said we would be willing to explore working with them as a partner on a trial basis - assuming like the other clubs that we work with they would accept some responsibility or accountability.

16. BRAND, SUPPORTERS & INFLUENCE

16.1 L&SE region continues to have positive dialogue with MP's, influenced by the positive response to the Water Safety Zone proposals by the Mayor of London.

16.2 EMS - The Trust's activities in Nottingham, and broader initiatives on carbon and sustainability have impressed the City Council with their Carbon Neutral 2028 ambition. We presented to the Nottingham Green Partnership, which was well received and has resulted in interest from the Chair of Boots/No.7 UK Sustainability Group who are based in Nottingham, being followed up.

16.3 EMS – meetings with Hinkley & Bosworth MP Luke Evans to discuss the region's ambitions to support wellbeing, and Nottingham South MP, Lilian Greenwood who took part in one of the Trust's 'Let's Paddle' canoeing sessions in Nottingham. Tweet shown.



16.4 WMS – meetings arranged with Mark Pawsey MP (Rugby) and Theo Clarke MP (Stafford), who is also looking to a litter clean up at Great Haywood. We have also arranged for Eddie Hughes MP (Walsall North) and Nichola Richards MP (West Brom East) to meet Kickstart trainees during July. A meeting is also arranged with Nadhim Zahawi MP to be confirmed in July.

16.5 NW – Anthony Higginbotham, MP for Burnley, engaged about an unsafe wall. Cat Smith, MP for Lancaster, corresponded regarding litter and dog fouling in Lancaster City Centre. Kim Johnson, MP for Liverpool Riverside - speeding cars on the roads in Liverpool Docks. Correspondence was received from Sara Britcliffe, MP for Blackburn, regarding leakage into a property.

16.6 A familiar face at the museum, Cllr Lisa Denson, the local Councillor for the Westminster ward in Cheshire West and Chester Council since 2019, was invested as Mayor of Ellesmere Port on 11 May. The Mayor's first official event was to open the new play area at the museum on Saturday 29 May, with our Attractions & Destinations Manager.

16.7 The Trust has also been approached by DEFRA with a request for several regions to host team volunteer days. The North West business & corporate engagement partner continues to liaise with the relevant teams to ensure this is successfully delivered.



COVENTRY CITY OF CULTURE 2021 COMMONWEALTH GAMES 2022 BIRMINGHAM

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1. PURPOSE OF THE PAPER

- 1.1 The purpose of this paper is to update the Trustees and Executive on the progress on the Coventry City of Culture 2021 and preparations for the Commonwealth Games 2022.

2. PROGRESS CITY OF CULTURE 2021

- 2.1 The City Of Culture Launched in May and the flagship NLHF City Of Culture Launched in May and one of its major , NLHF funded programmes, [Green Futures](#), which focusses on the environment and green & blue space, launched on 23rd June. During this event, the City of Culture Trust gave an overview of the programme, highlighting the canal network and our involvement.
- 2.2 In May we hosted HRH Prince Charles as part of his visit to the City of Culture. This was a great opportunity to show him the work we have been doing. We had an excellent turnout from volunteers and partners to support the visit.
- 2.3 The £1.4m towpath upgrade in Coventry is almost complete and we have already seen positive results along the 5.5miles of canal from Hawkesbury junction to the canal basin. Alongside this work we have also installed additional wayfinding and access improvements (Appendix 4).
- 2.4 We have been working with the City of Culture team to integrate the City Hosts volunteers on the canal network as part of the events and they will be able to use the newly refurbished weighbridge office in the basin as a welcome station.
- 2.5 To manage boat traffic for visitors and events on the Coventry Arm during the events we have implemented a bookable mooring system within the basin.
- 2.6 The City of Culture team have issued the 4 year long project strands for the Green Futures programme. The Trust are a named partner in the WILD-LIFE strand and this shows the strength of ambition to incorporate the canal network into their programme. A collabarative programme of events is attached, which includes Trust led activity, in Appendix 1. Although due to Covid impacts the programme is being revisited and some details are still being finalised.

3. PROGRESS CWG 2022

- 3.1 We recently hosted John Crabtree, Chair of The OC, and Ian Reid, CEO of the OC, at the Roundhouse to share our plans for the games and the canal network. They were both very complementary about our direction of focus and could see many synergies and were very supportive of our work.

- 3.2 Our relationship with the main partners, the City of Culture Trust, Commonwealth Games 2022 Organising Committee (OC), Birmingham City Council, Sandwell MBC and Coventry City Council continues to grow from strength to strength.
- 3.3 We have successfully recruited our new Marketing and Communications Manager, Zyllah Moranne-Brown, Zyllah will focus primarily on the both events to maximise the impact for the Trust.
- 3.4 The OC have recently launched their volunteer offer and our Community Engagement Manager, Gaving Passmore, is now working with them to see how we can work together. We have now launched our own Commonwealth Games volunteer offer looking at 5 key roles to support us in delivering our works. These are: Operative, Enabler, Champion, Educator & Ranger. The video for the launch can be seen here: [Commonwealth Games volunteer film - YouTube](#)
- 3.5 Our excellent relationship with the OC's Physical Activity and Wellbeing Legacy lead (PAWLL) has progressed and whilst Sport England were initially looking at funding a 'test and trial' project based on our activity programme, this has now moved to a larger piece of work as part of a wider place-based approach. We are now developing the detail of larger funding bids to Sport England jointly with Birmingham, The Black Country, Solihull and Coventry all of which have the canal explicitly named in the brief.
- 3.6 We have previously been approached by the OC to help them deliver specific issues; i.e. the Legacy, carbon offset and other challenges within 'The Games Offer' below. This work has now been reignited following the appointment of a new Head of Sustainability, Jessica Fidler, at the OC, who is keen to explore potential projects, including green canopy and tree planting initiatives.
- 3.7 The OC are still in the development stage of many initiatives but we continue to maintain the relationships we have built. In particular Ian Reid CEO, Nicola Turner, Director of Legacy, Emma Cluit, Head of Accessibility and Michael Gaughan – Active Travel lead.
- 3.8 We have now created our brand catalogue so we can better promote our United by Birmingham 22 Community Brand. See Appendix 3 for some examples.
- 3.9 As a result of COVID-19 and local recovery strategies there is an increased emphasis on Active Travel from Government. With an existing network of towpaths across the Midlands we can play a significant role in this and have been asked to play a part. The active travel routes for the games are still in development and the OC/Transport for West Midlands who are delivering transport on their behalf have just commissioned a consultant to study the options available. The canal network features in this and we are in consultation with them.
- 3.10 Our corporate offer is also being developed so we can promote and deliver a quality product that helps us achieve local ownership, income and support and support the delivery of our games preparation works.
- 3.11 We continue with our strategic approach to action linked to the 3 phases below; we are now moving into Phase II 'Games On' as we start to run our own events and as we recover from COVID restrictions.

- Phase I: Getting Games Ready: 2019-2021.
- Phase II: Games On: 2021-2022.
- Phase III: Games Legacy: 2022+

4. PROJECT DELIVERABLES

4.1 We have previously identified that our key outcomes are:

- Brand Awareness, *Brand, Supporters and Influence Programme*
- Transforming the image of the canals in Birmingham, *Beauty on the Doorstep programme*
- Increasing the use of the canals in Birmingham, *Connectivity Programme*

4.1.1 To help align our outcomes and those of our partners we have created our business plan Games Offer which we are promoting. This consists of five key themes;

- 50 km of canal to Green Flag status across 7 locations,
- Volunteer and 'Friends' growth - up to 1,000 new volunteers reflective of our diverse communities and up to 5,000 new friends by 2022/23.
- A programme of activities to attract and retain people as friends of their waterways –substantially based on our 'Lets' engagement programme.
- A unique cultural programme that celebrates the history of our canals, industrial heritage, as well as the rich and diverse cultures of our communities.
- An active travel programme that shows the canal as part of the wider travel offer,

4.1.1.1 The Green Flag works are set as a regional target for B21 with the application and judging having already taken place in Coventry.

4.1.1.2 The Trusts 'Let's' activity and engagement programme, is underway the latest programme for West Midlands is in Appendix 2.

4.1.1.3 Our work on the Games cultural programme continues. We are now developing a programme of events, that will be led by the Trust but primarily delivered by third parties that will include themed weekends across the year to work alongside the formal Games programme. These will include – pop-up museums, boating parades, food events, fishing, physical activity and our own cultural commissions. Whilst we are commissioning some of our own products and events, we are also part of the OC's decision panel for their first two major open calls for projects looking at the environment and history.

4.1.1.4 The Commonwealth Walk is currently being developed by the OC and is approximately 9 miles long taking in 22 features across the city. We have worked with the developer and this route now includes canal in both the city centre and route to Edgaston.

4.1.1.5 Alongside the above we have continued to develop our physical improvement action plan identifying the infrastructure improvements we want to deliver in advance of the Games.

5. BRANDING

- 5.1 A key milestone in our project delivery came in March 2020 when we were successful in our application to use Community Brand. Our programme which has been awarded the license is the **Community Activity & Wellbeing programme**. This enables local, regional and non-commercial projects, events or initiatives to be acknowledged by, and work with the Birmingham 2022 Commonwealth Games on community activities. The Community Brand is awarded to projects (not the organisation), under license, that share a common purpose with Birmingham 2022, having a positive impact on the communities that they serve and help the games be delivered. The branding has been worked into our workwear to maximise the profile of the Trust's links to the Games.
- 5.2 Other work to maximise the branding opportunities for the Trust in and around Birmingham continues with our local and national teams looking for opportunities. Over the last few months, we have focussed our efforts on Coventry to ensure it is ready for the City of Culture year and we have taken every opportunity to use the recent towpath improvements to enhance branding along the Coventry Canal Arm. Some examples of this are in Appendix 4.

6. SUMMARY OF NEXT STEPS

- 6.1 Ensure maximum branding and promotion of our work and development of our marketing and communications strategy.
- 6.2 Launching our Games volunteer recruitment.
- 6.3 Continuation of the destination development opportunities, including the re-imaginging of Cambrian house and Perry Barr activity hub.
- 6.4 Securing further third-party funding to continue our work especially with the opportunities Covid recovery brings
- 6.5 Preparation and launch of the corporate sponsorship offer.
- 6.6 Utilise the Commonwealth Walk work to connect to the Queens Baton Relay and the Mascot trail.

APPENDICES

APPENDIX 1 – COVENTRY PROGRAMME & TRUST LET'S PROGRAMME

APPENDIX 2 – WEST MIDLANDS LET'S PROGRAMME

APPENDIX 3 – BRANDING CATALOGUE EXAMPLES

APPENDIX 4 - BRANDING WORK EXAMPLES

Appendix 1 – City of Culture Green Futures Canal Programme

Event name	Date	Month	Times	Location
Ludic Rooms - Roam & Dwell	11 to 27	Jun to Aug	2pm-6pm	Coventry Canal
Coventry Basin RCTA Floating Market	26 & 27	June	10am-5pm	Coventry Canal
FlatPack Film	26 & 27	June	TBC	Coventry Canal
Tin Music and Arts	26 & 27	June	TBC	Coventry Canal
Let's Fish	3	July	TBC	Coventry Canal
Grit of Life Widgeon Theatre Boat	9 to 11	July	Various	Coventry Canal Basin
Let's Ride	16	July	TBC	Coventry Canal
Let's Fish	17	July	TBC	Coventry Canal
Small Bells Ring	17 to 17	July to Sep	TBC	Canal Basin / 5.5 Route / Hawkesbury
Creative Europe - City of Culture	18 to 24	July	TBC	Coventry Canal
Heritage Walks	18	July	TBC	Coventry Canal
Trustees Visit	22	July	12 -5pm	ALL (Route to be agreed)
Let's Fish	23	July	TBC	Coventry Canal
Creative Europe Main Day	24	July	TBC	Coventry Canal & Basin
Let's Paddle	31	July	TBC	Coventry Canal & Basin
Let's Fish	6	Aug	TBC	Coventry Canal
Let's Paddle	7	Aug	TBC	Coventry Canal
Let's Ride	14	Aug	TBC	Coventry Canal
Heritage Walks	15	Aug	TBC	Coventry Canal
Let's Fish	20	Aug	TBC	Coventry Canal
Let's Fish	27	Aug	TBC	Coventry Canal
Daimler Opening	27-30	Aug	TBC	TBC
Castaway (part of Daimler Opening)	27 - 28	August	1pm / 3pm	Coventry Canal Basin
Flatpack Films	27-30	August	TBC	Coventry Canal Basin
Nest	27-31	August	TBC	Coventry Canal Basin
Let's Fish	4	September	TBC	Coventry Canal
Let's Paddle	5	September	TBC	Coventry Canal
Heritage Wheels & Water weekend	11 & 12	September	TBC	Coventry Canal Basin
Small Bells Ring HOD	10 -12	September	TBC	Coventry Canal Basin
Let's Ride	19	September	TBC	Coventry Canal
Let's Fish	25	September	TBC	Coventry Canal

HOME: Festival of Homeless Arts - Cov City of Culture	7 - 10	Oct	TBC	Coventry Canal Basin
Let's Fish	9	Oct	TBC	Coventry Canal
Let's Ride	17	Oct	TBC	Coventry Canal
Let's Fish	29	Oct	TBC	Coventry Canal
Random String Festival - City of Culture	12 - 14	Nov	TBC	Coventry Canal Basin
2022				
Kraft Haus - City of Culture	1 - 31	Mar	TBC	Coventry Canal Basin
Smartphone Orchestra - City of Culture	5 & 6	Mar	TBC	Coventry Canal Basin
Pirates of the Canal Basin - City of Culture	21-24	Apr	TBC	Coventry Canal Basin
Canal Basin Arts Festival	TBC	Apr	TBC	Canal Basin

Appendix 2 – Trusts WM full Let's Programme

Month	Project/Activity Name	Let's Theme	Organiser	Public Event?	Delivery Date	Location	
APRIL/MAY	e.g Dudley health walk	Walk	CRT	Yes	01/10/2021	Bumble Hole	
	Community Canal Clean	Litter Pick	Canal & River Trust	No	11/04/2021	Alumwell - Walsall	
	Lets Ride	Cycle	Lets Ride Coventry (British Cycling)	Yes	18/04/2021	Coventry 5 1/2	
	Tree Planting	Grow	Canal & River Trust	No	24/04/2021	Sandwell	
	Canoeing	discover	middleport Matters	yes	29/05/2021	Middleport	
	Canoeing	discover	Canal & River Trust	yes	06/05/2021	harecastle South	
	paddle boarding	paddle	CRT/Wildside	yes	23-30/5/21	Wolverhampton	
	water saving week	Save	CRT/Wildside	yes	11-14/5/21	wolverhampton	
	Lets Ride	Cycle	Lets Ride Coventry (British Cycling)	Yes	14/05/2021	Coventry 5 1/2	
	Canoeing	discover	Canal & River Trust	yes	17/05/2021	Harecastle South	
	Lets Ride	Cycle	Lets Ride Coventry (British Cycling)	Yes	17/05/2021	Coventry 5 1/2	
	Bell Boat - canal clean	Bell boat litter pick	Canal & River Trust	Yes	Repeat event 2nd Tuesday month	Sandwell	
	Bell Boating	Discover	Canal & River Trust	Yes	31/05/2021	Sandwell	
	Community Fun Day	Discover	Canal & River Trust	Yes	TBC	Sandwell	
	Health Walk	Walk	Canal & River Trust	No	TBC	Walsall	
Guided Walk	Discover	Canal & River Trust	Yes	TBC	Walsall		
JUNE	Community Clean ups	Litter Pick	Lions Club, Coventry Big Clean, Good Gym	No	Various dates TBC from April-October	Coventry Canal Various	
	Speed Camera trial	Share the space	Canal & River Trust	Yes	01/06/2021	Stone	
	Love Your Canal Day	Discover	Canal & River Trust	Yes	03/06/2021	Birchills - Walsall	
	Boat trip	Discover	CRT/BCNS	Yes	05/06/2021	Tifford	
	Lets Paddle	Kayak	Leam Boat Centre	Yes	06/06/2021	Coventry Canal Basin	
	Lets Paddle	Paddle Board	Leam Boat Centre	Yes	06/06/2021	Coventry Canal Basin	
	canoeing	Discover	Canal & River Trust	yes	13/06/2021	harecastle South	
	Bell Boating	Discover	Canal & River Trust	Yes	14/06/2021	Sandwell	
	Art Trail	Discover	Canal & River Trust	Yes	14/04/2021	Walsall	
	Lets Walk	Canal History Walking tour	Canal & River Trust	Yes	20/06/2021	Coventry 5 1/2	
	canoeing	Discover	Canal & River Trust	yes	20/06/2021	harecastle South	
	canoeing	Discover	middleport Matters	yes	27/06/2021	middleport	
	Lets Ride	Cycle	Lets Ride Coventry (British Cycling)	Yes	27/06/2021	Coventry 5 1/2	
	Wolverhampton bike ride	Cycle	No Limits to Health	yes	weekly	Wolverhampton	
	Let's Walk	Walk	Canal & River Trust	Yes	June	Sandwell	
	Guided Rides	Let's Ride	Canal & River Trust	Yes	June	Sandwell	
	Guided Rides	Let's Ride	Canal & River Trust	Yes	June	Walsall	
	Dr Bike	Discover	Canal & River Trust	Yes	June	Walsall	
	Let's Walk	Walk/community consultation	CRT/Witton Lodge	Yes	25/06/2021	Erdington/Aston	
	JULY	Plastics free July	Plastics Challenge	CRT/Wildside	yes	Throughout July	Wolverhampton
Unblocktober		Canoe litter pick	CRT/Wildside	yes	Throughout July	Wolverhampton	
WASUP clean up		Pick	WASUP/City Fibre	No	05/07/2021	Wolverhampton	
floating market				yes	03/07/2021	Westport Lake	
Bell Boating		discover	Canal & River Trust	Yes	29/07/2021	Sandwell	
Health Walk		Walk	Canal & River Trust	No	July	Walsall	
Community Litter Pick		Litter Pick	Canal & River Trust	Yes	July	Sandwell	
Student litter/grappling		Pick	Canal & River Trust	No	12/07/2021	Selly Oak, Birmingham	
Community Boat Trip		Discover	Canal & River Trust	No	July	Sandwell	
Dr Bike		Discover	Canal & River Trust	Yes	August	Walsall	
Group led cycling		Cycle	CRT/Civiq Sq/ Eco Brum	Yes	Every Sun of 6wk hols	Rev Walk	
Lets Ride		Cycle	Lets Ride Coventry (British Cycling)	Yes	16/07/2021	Coventry 5 1/2	
Lets Walk		Canal History Walking tour	Canal & River Trust	Yes	18/07/2021	Coventry 5 1/2	
Canal fest				yes	18/07/2021	Gnosall	
Boat Gathering				yes	21/07/2021	Etruria	
Boat race			Nowka Bais	yes	25/07/2021	Edgbaston Reservoir	
ME Dance		Let's Watch / Dance	ME Dance	Yes	17/07/2021	Spaghetti Junction	
ME Dance		Let's Watch / Dance	ME Dance	Yes	24/07/2021	Port Loop	
ME Dance		Let's Watch / Dance	ME Dance	Yes	31/07/2021	Smetwick Toll House	
AUGUST		ME Dance	Let's Watch / Dance	ME Dance	Yes	08/07/2021	Bumble Hole / Netherton
		Family Day			Yes	03/08/2021	
		Clay by the canal	Make	Middleport Matters	yes	04/08/2021	Middleport Park
		clay by the canal	Make	Middleport Matters	yes	04/08/2021	middleport Park
	Better World Festival			Yes	6-8 Aug	Stoke	
	Community Fun Day	Discover	Canal & River Trust	Yes	22/08/2021	Sandwell	
	Dr Bike	Discover	Canal & River Trust	Yes	August	Walsall	
	Lets Ride	Cycle	Lets Ride Coventry (British Cycling)	Yes	14/08, 19/08	Coventry 5 1/2	
	Lets Paddle	Kayak	Leam Boat Centre	Yes	07/08/2021	Coventry Canal Basin	
	Lets Paddle	Paddle Board	Leam Boat Centre	Yes	07/08/2021	Coventry Canal Basin	
Lets Walk	Canal History Walking tour	CRT	Yes	15/08/2021	Coventry 5 1/2		
SEPTEMBER	Canal Festival	Discover	Non CRT	Yes	September	Sandwell	
	Health Walk	Walk	Canal & River Trust	No	September	Walsall	
	Lets Paddle	Kayak	Leam Boat Centre	Yes	05/09/2021	Coventry Canal Basin	
	Lets Paddle	Paddle Board	Leam Boat Centre	Yes	05/09/2021	Coventry Canal Basin	

Appendix 3 – Brand catalogue Examples



Appendix 4 – Coventry Branding Examples





APPENDIX 3: INFRASTRUCTURE & PROGRAMMES REPORT

Dean Davies, Head of Direct Services

Richard Wakelen, Head of Asset Management

John Ward, Head of Project Delivery

1. PURPOSE

This appendix provides the Board with an update on the activities of the Infrastructure & Programmes directorate.

2. Positives and Challenges

2.1 Positive progression

2.1.1 Redacted.

The replacement Fleet Services contract Fleet Services GB began in April 2021, and over 1,300 of the Trust's 1,570 drivers have completed their required licence checks. All the Trust's commercial vehicles have now got a working telematics system on board – improving our understanding of utilisation and driver behaviours.

2.1.2 The three Direct Service Kickstart cohorts (in Walsall, Leicester and Burnley) have started well with 19 young people now firmly on-board, and with two of our former apprentices in Group Leader roles. We have had good interest in our recently launched Graduate Engineer Development Programme and will be seeking to appoint four graduates to start with the Trust in September.

2.1.3 Redacted.

2.2 Challenges

2.2.1 Safety performance in Direct Services has dipped in the first quarter of the year with three RIDDOR incidents recorded in May, as reflected in the Health & Safety report. The management of changes on site, and adequate control of risks generally, are undergoing review.

2.2.2 Vacancies in critical delivery roles within Direct Services are increasing with recruitment proving more difficult, particularly in craft operative positions, and to compound matters, we have also experienced difficulties in finding temporary agency cover. There is increasing risk that these shortages will have a significant impact on our ability to deliver works. Engineer recruitment and retention also continues to be an issue.

2.2.3 Additional project management headcount to deliver the increase in project workload arising from the High-Risk Asset and Reservoir programmes is being recruited. In the meantime, support is being sought from Arcadis and Kier to undertake specific project tasks to reduce pressure on our teams.

2.2.4 We have suffered a number of lock gate issues / failures reported this month and these are being investigated, as a follow up to last year's report into a spate of lock gate collar failures.

2.2.5 A craft operative colleague, Keith Douce, with 45 years of service, died in service after a long struggle with cancer.

3. Transformation Programme

3.1 The testing phase of the new Infrastructure Risk Framework (IRF) 'End to End Process' is going well with a large number of workshops underway and largely positive results so far.

3.2 Part of the testing is the formation of a temporary Concept Engineering team who are taking the B22 programme through the first part of the plan development process. We have formed a small skilled team from the Trust and partners, working fulltime with additional support when required. The aim is to have the B22 programme concept solutions and budget cost estimates completed by September to inform the business plan, and then to start working on B23.

3.3 Arcadis are supporting us on the development of the level 2 & level 3 business process which will be a detailed step by step guide and presented in a 'playbook' style so that it is easy and intuitive for people to use. Our initial Cost estimating tool is complete with work continuing on the more detailed levels. A resource and skills plan are being developed to support the new Cost Intelligence function. Aqua Consultants are well underway with the design of the SharePoint workflow which will see the new end to end process automated.

3.4 Arcadis have completed their work on the design and recommendations for the new Programme Management Office (PMO). Roles and Responsibilities have been drawn up with draft job descriptions and proposed new organisational structures have been drawn up to support the new operating model (including the new PMO function). Work is currently underway with HR to evaluate roles and assess the impact on current job-holders to define the route for communication/ consultation.

4. Asset Management

4.1 Recent Asset Failures

4.1.1 The number of arising issues is detailed in the table below. There have been 20 arising issues in June requiring engineering input or which have a potential to require investment in B21. There are several lock gate issues reported this month (detailed below), and these are being investigated, as a follow up to a report compiled last year into lock gate collar failures.

Number of Arising Issues by Region requiring significant engineering input or which have a potential to require investment B21				
Region	Arising in June 2021	Arising in June cost £'000 (cost x probability)	B21 YTD (no. of issues)	B21 YTD cost £'000 (cost x probability)
Y & NE	3	84	8	304
NW	1	100	6	305
L & SE	6	19	10	234

W & SW	3	24	9	34
EM	4	155	9	220
WM	3	120	8	200
Total	20	502	50	1297

Arising issues for June 2021

- 4.1.2 Oxford Canal, Dashwood Lock. The balance beam failed on June 27th. The beam was found to be soft wood, not oak, and it appears that around 10-15 years ago, soft wood beams were used with further investigation to determine where other soft wood blame beams may have been used.
- 4.1.3 River Trent, Gunthorpe Lock. On 4th June, one of the paddles became stuck in the open position, and then detached from the rod, making the lock inoperable. Repairs were completed, and the navigation was open fully on 17th June.
- 4.1.4 Kennet & Avon, Lock 4, Saltford Lock. The stone anchor block on the top gate split and failed, closing the lock. It is believed boat impact was involved in the failure. Direct Services completed the repairs.



Kennet & Avon, Lock 4, Saltford Lock

- 4.1.5 River Severn, Lock 6 Diglis (Large). A steel top gate anchor strap failed in service (picture below on the left) with site observations suggesting that the gate may have dropped which could have contributed to the failure. This can happen when the pintle dome wears through the bottom of the cast iron gate shoe which eventually collapses and the pintle dome pushes up into the heel of the gate (library photos below on the right). If this is the case repair will be expensive and logistically challenging. The navigation remains open using the small lock which can take the largest vessel currently using the navigation.



River Severn, Lock 6 Diglis (Large), failure (left), library photos of heel (right)

- 4.1.6 Oxford, Lock 37. The cill at the top gate had degraded to a condition where water loss had become unmanageable, the reactive team undertook repairs.
- 4.1.7 River Weaver, Salterford Lock. The collar of the tailgate failed 31st May. This led to the gate dropping forward into the lock and a reactive project to reposition the gate with airbags and reattach a new collar.
- 4.1.8 Rochdale canal Lock 85. The head gate failed at the base of the collar on 17th June. The canal was closed, and the regional reactive team undertook a repair.
- 4.1.9 Leeds & Liverpool, Rufford Branch, Lock 6. The ground paddle failed leaving the lock unusable and the pound drained. The regional reactive team carried out the repair.
- 4.1.10 Grand Union, Leicester Line, Watford Lock 4. On 18th June, a void opened under the quadrant on Lock 4 of the Watford Flight. Following an investigation remains of a disused culvert were found in the vicinity. The void is being filled. Other similar voids have appeared in lock quadrants, so a national sampling and investigation project is being initiated to understand the potential risk such failures pose.



Grand Union, Leicester Line, Watford Lock 4.

- 4.1.11 Grand Union, Leicester Line, Culvert 9, Yelvertoft. Culvert has failed causing flooding onto a landowner field. A temporary repair consisting of a tarpaulin sheet and clay has been installed. Assessment is on-going to determine if this can be relined or if a replacement is required.



Grand Union, Leicester Line, Culvert 9, Yelvertoft. Culvert

- 4.1.12 Rochdale Canal, Hebden Bridge, embankment / towpath void. On 30 June, a void appeared in the towpath (crest of a non-principal embankment), with water flowing into the River Calder. An emergency response to infill the void with stone and grouting was conducted, and the leakage was reduced,.



Rochdale Canal, Hebden Bridge, embankment / towpath void.

4.2 Asset Management

4.2.1 Redacted.

4.2.2 Redacted.

4.2.3 Network Stewardship Score (NSS). This year we have re-baselined the NSS following a change in methodology related to the measurement of the number of towpath visitors in an average two-week period. As a result, the NSS moves to 142 for 2019/20 to 136 for 2020/21. The decrease is mainly due to an increase in stoppage days and an increase in third party safety incidents, and the overall decline decrease in towpath visitors from 9.2 million to 8.3 million. We believe the reduction of the NSS during 2020/21 has been influenced by the impact of the Covid-19 pandemic and it further reinforces the need to review the appropriateness of the NSS.

YEAR	INDEX
2008/09	100
2009/10	107
2010/11	112
2011/12	113
2012/13	114
2013/14	114
2014/15	119

2015/16	119
2016/17	120
2017/18	120
2018/19	120
2019/20	120
Re-baselined	
2019/20	142
2020/21	136

Network Stewardship Score (NSS).

5. Priority Projects Programme

5.1 Safety

- 5.1.1 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 by Kier and L&WS. Trust Project Managers undertake at least one H&S Audit of each live site.
- 5.1.2 A RIDDOR occurred on 8th June on the GU Piling project. L&WS were working on a piling operation using a wide pontoon. A passing narrowboat grounded and one of the contractor's staff went to assist. Whilst getting the boat past the pontoon, the injured party reported that his knee 'popped out'. He was taken to A&E for an X-ray and has been off work since the incident. The LAWS team have been briefed to ensure that they stick to their tasks and work within the method statements that they have been instructed on.
- 5.1.3 Islington Eco Moorings – A LAWS project were threatened by a group, one whom revealed a knife in an aggressive manner. The team left the site in order to avoid any escalation and a warning has been issued to colleagues.

5.2 Redacted.

5.3 Significant Projects

5.3.1 Earlswood Reservoir, North Stratford Canal

Works are progressing well with the installation of the slurry wall underneath the crest road 60% complete. Redacted. On programme to achieve MIOS date and reopen Valley Road as planned in August though the crest road will remain closed beyond August.



5.3.2 GU Birmingham to Henwood Dredging

Works are progressing well with the 75% of the 1500m of piling works complete. The project efficiently combines piling of the toe of a high risk cutting with dredging of a failing length.



5.3.3 Sulby Reservoir, GU Leicester Line Canal

Riprap protection works are progressing well and will be completed well before the MIOS date.



5.3.4 Harthill Reservoir WITIOS, East Midlands

Redacted. Work has commenced on outline design. Ground investigation site work now completed. This is for the stability and seismic assessments which are S10 MIOS requirements as well as to inform the design. Harthill email address and freephone number continue to be monitored and replies provided to enquiries. Next stage of community engagement scheduled for early summer with consultants Counter Context.

5.3.5 Aire & Calder Breach

The installation of the permanent piled solution is now complete and concrete works are underway to form the section over the crown of the existing culverts. The area operations team are working to keep the water levels steady to allow additional capacity to be created within the system. Goole Docks are maintaining the water Level D/S within the demarcation agreement between themselves and the Trust. The temporary cofferdam installation includes 9x12" pumps to over-pump the navigation. Expected completion of the permanent works is August 2021.



5.3.6 Knipton Reservoir, Grantham

The pipelines have now been floated into the reservoir and secured with metal straps to the anchor blocks by divers. Work has commenced on the priming chamber construction and installing the syphon pipes through to the outlet chambers, and construction is continuing on both the syphon and feeder outlet chambers, penstock, v notch weirs, filter drains and crest topping. **Redacted.**



5.3.7 Tinsley Pumping Main, Sheffield

We are currently reviewing options to value engineer the scheme including a review of sequencing, elements of temporary works and the apportionment of risk. The works are programmed to start at the end of July.



5.3.8 Elton Reservoir Slip

Installation of the triple 600mm diameter culverts surrounded in mass concrete is complete, along with the structural run-on slab over the pipes. An additional granular berm has been requested at the toe of the dam/slope to ensure our GI contractors can safely access the slope to complete their investigations. Works have commenced and the extension of time to the programme is in the region of 8 weeks.



5.3.9 Barrowford Reservoir, L&L Canal

Planning permission for the works has been received. Discussions with the externally appointed Construction Engineer have concluded that the drainage system around the toe of the dam will require full replacement - this item was not included in the optioneering programme / costs that were presented to the executive team last year. We have also concluded that we do not need to install additional piles to the north embankment as was previously requested by the Construction Engineer. The Target Cost for the works has been received from Kier and is within 10% of the initial budget estimate despite the additional drainage.

5.3.10 National Waterways Museum Ellesmere Port Chimney

Masonry repairs on the chimney were completed to plan in May.



5.3.11 River Weaver Bridges Roller Replacements

Works to fabricate the guide rail are progressing well with completion of the works planned for mid-August.



5.3.12 Swellands Reservoir Access Track

The planning authority have been in contact and have stated that the planning application will now be discussed at the meeting scheduled for 9th August 2021 and the recommendation will be to approve. **Redacted.**

6. Priority Works

6.1 Overview

6.1.1 The priority works programme is progressing largely to plan.

6.2 Safety

6.2.1 There have been three RIDDOR reportable incidents within Direct Services for the two-month period of this report.

6.2.2 On 10th May a haulage contractor had been employed to transport steel dams from Heck Yard to an emergency stoppage on the Ripon Canal.

The Injured party (IP) was loading their HGV using a lorry loader crane. Already loaded onto the lorry bed were items of equipment including a bridge and six steel dam sections weighing 750kg each. Whilst loading fencing to be stacked onto the steel dam sections the operative climbed onto the back of the lorry bed to place a timber under the load. As they got down from the lorry to the ground one section fell from the lorry and fell on the IP's foot. The IP was not operating the lorry loader at the time and did not see the item fall. The IP sustained multiple fractures to his foot.

The contractor has investigated this incident and found that edge protection had not been installed and the bed of the lorry was being accessed/egressed. This was mentioned in the lift plan and erection points for installation were present but was not installed on the day of the task.

The design and construction of the steel dams makes them unstable when loaded or stored upright with no additional controls. The force required to unbalance/topple the dams is low relative to their overall weight and is likely to be a contributory factor in this incident.

They have amended their risk assessments and produced a toolbox talk for their drivers to improve awareness. For the Trust, a safety action team has been established to look at storage and transportation options for these dams as their design makes them easy to roll over.

6.2.3 On 11th May, a colleague in the NW construction team stepped down 600mm into the hold of a workboat and slipped falling on to the bucket of a mini excavator which had been stowed in the hold. They sustained broken ribs and bruising and have been absent from work since.

An investigation has been completed and a series of actions agreed. The underlying causes include the issue of an incorrect WIP; hazards and controls were not adequately assessed and implemented; failings in communication between the design and construction teams; and changes to methodology on site not appropriately managed. The action plan seeks to prevent reoccurrence through training, improvement to processes, communication, standards, and templates.

6.2.4 On 27th May a colleague was working on bank protection in the canal wearing chest waders. He attempted to climb out and slipped onto the timber, hitting his chest on the top of a post. He felt winded but was in no real pain at time so felt no need to report this. Later at home he felt a pain in his chest. The IP rested over the weekend and returned to work Tues (it was

a bank holiday weekend). Pain persisted so he informed his supervisor and was placed on light duties. The pain did not ease so he contacted GP and was signed off work with injury to ribs and subsequently became a RIDDOR incident. The initial fact-finding investigation highlighted some concerns around reporting and control of hazards and a full safety investigation is underway.

- 6.2.5 Over a rolling 12-month period and including the above incidents, Direct Services have experienced six RIDDOR incidents.
- 6.2.6 Direct Services have also been focussing on safety compliance in the last month and a series of safety compliance KPIs have been developed focussing on safety audits, positive safety interventions, mandatory safety training, equipment servicing, hand arm vibration, boat checks and vehicle checks.
- 6.2.7 In May and June, the team completed 46 site safety audits.

6.3 Financial & Programme Overview

- 6.3.1 At the end of May the Direct Services budget was underspent by £175k compared to the B21 business plan. This is predominantly due to payroll savings caused by a large number of vacancies with the team. Because of the strength of the construction market these vacancies have been difficult to fill.
- 6.3.2 By the end of May, the priority works programme was expected to deliver 89 planned packages of works. At the end of May, the team had completed 68 tasks (56 planned tasks plus a further 12 arising or emergency works). Many of these emergency works were significant repairs to lock gates and lock structures (e.g. Oxclose Lock, Ripon) which had an impact on the programme.
- 6.3.3 Work Examples



Retaining Wall at Lamberts Lane, Macclesfield Canal



Firgrove Rochdale Canal – Collapsed Retaining Wall



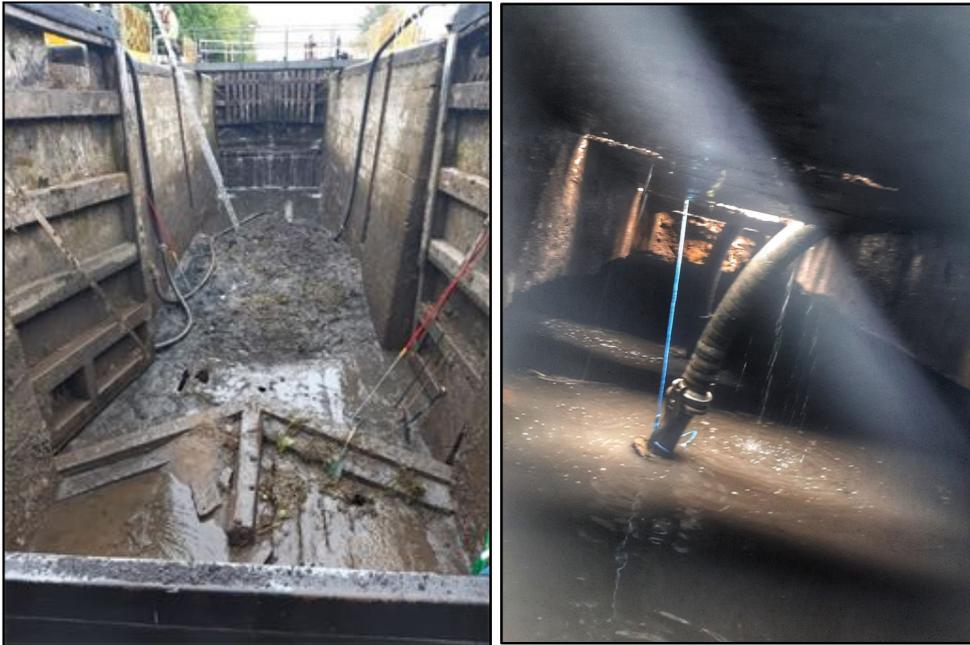
Clopton Bridge Access Upgrade, Stratford Canal



Caggy's Yard Bridge Repairs, Birmingham Main Line Canal



Camden Lock Gate Relining Works, Regents Canal



Images of Oxclose Lock, Ripon Canal – RH Photo shows extent of voiding below the chamber



Emergency Gate Repairs at Bank Newton, Leeds & Liverpool Canal



Vegetation and Towpath Repair Knottingley, Aire & Calder Canal



Access Steps at Pebley Reservoir, Chesterfield Canal

7. Unlocking The Severn

7.1 River Severn Construction delivery – progress update

- 7.1.1 At **Diglis** we main fish pass works are now complete. The cladding and final run of fence is required and programmed for the summer.
- 7.1.2 Further to the ongoing monitoring, we have now been able to confirm the successful passage of shad through the viewing gallery which is fantastic news.
- 7.1.3 In early June we had the BBC One Show filming with their presenter Matt Allwright. The air date has been difficult to pin down. It was aired on the 8th July without our prior knowledge (as I type this report!)

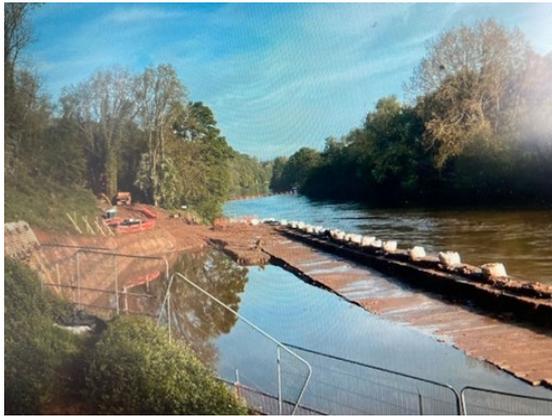


Young watcher with a Shad! Right Matt Allwright in the viewing gallery

- 7.1.4 At **Bever** we have had some minor vandalism to the fence which will be repaired in due course.
- 7.1.5 Lincomb fish pass is now complete and operational. An open day was provided for residents. They were pleased its finished and impressed with the work!



- 7.1.6 At **Holt** we are back on site with work progressing well following a dreadful May. The 4th wettest May in the UK and wettest ever May in Wales, where most of the water in the Severn comes from. We lost 15 days in May in total due to thigh river levels. This pushes our contract completion date closer to the winter period where flood risk is higher.
- 7.1.7 Extensive sections of legato blocks have been placed and preparations for steelwork are nearly complete.
- 7.1.8 Contractual discussions remain difficult following the flooding CE's but are close to resolution.



UK weather: May on track to be wettest on record with more rain to come

Rainfall totals across UK exceed monthly average with flood warnings in England and Wales



▲ Pedestrians in Wimbledon town centre walk in the rain, 16 May 2021. Photograph: Amer

The site during May and weather headlines!



Progress since the May weather events.

7.2 Diglis Island

7.2.1 Toilets are being refurbished and will be completed in July. The septic tank is scheduled for the end of August.

7.2.2 Island tour guides are being trained in preparation for trialling tours later in the year.



7.3 Education

7.3.1 The highlight of May and June's education engagement was the series of animation workshops held at Cherry Orchard Primary School. As with April's mosaic workshops, the animations had been delayed for a year due to covid,

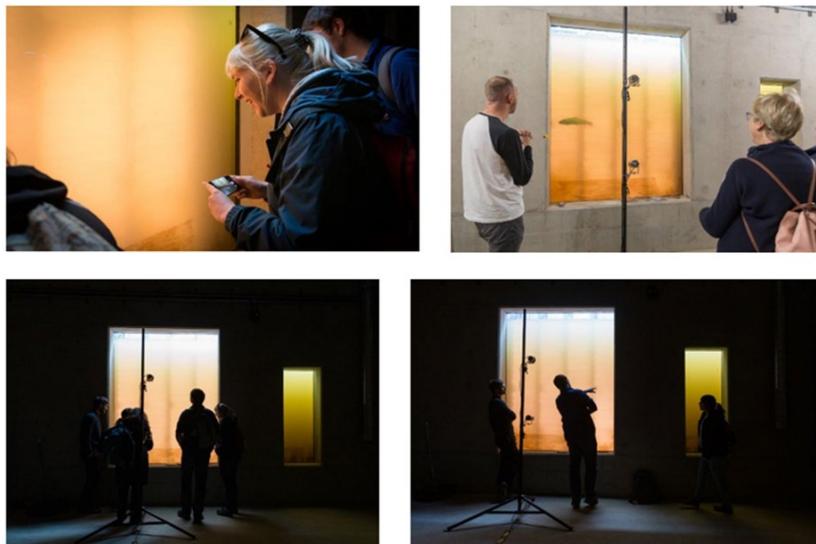
so it was exciting for students and staff to finally get them underway. Over the course of 4 days, we worked with 180 year 5 and 6 children. Artists worked with classes to produce the images and illustrations needed for the film and demonstrated the process of stop motion with the help of the children. The children enjoyed the opportunity to get creative for a whole morning or afternoon and we are excited to share the finish film when it is ready!

- 7.3.2 In-person school visits are also starting to take place, although we are still offering the virtual option as well. Rosie visited Longnor school and delivered the River Story to a class of 30 who responded very well to the concepts shared.



7.4 Interpretation

- 7.4.1 We have appointed Fuzzy Duck for the lighting and AV for the Diglis Fish Pass Viewing Gallery. Held the first meeting on site with The Way Design and Fuzzy Duck on 6th May and then had a follow-up meeting with them on 25th May online. Intend bringing our new Informal Learning Officer into the discussion for the next phase.
- 7.4.2 Had a family and friends' day (for the team) at the Diglis Fish Pass viewing gallery on Saturday 22 May – to test out the basic experience. We also had photographer Barbara Evripidou on site for the day taking photographs which we can use for promotion.



7.5 Volunteering

- 7.5.1 Our remote Shad counters at Tewkesbury have been busy, despite ever-changing river levels. We did not see as many shad as expected due to the weather conditions, but volunteers still went out where possible. Some were also able to visit the new viewing gallery at the Diglis fish pass which was very enjoyable. A few volunteers also helped with some filming for a news piece on citizen science.
- 7.5.2 Green Team have been busy at Diglis, continuing fencing and vegetation management.
- 7.5.3 The Severn Conservation Taskforce visited Diglis and helped with widening a gravel path.
- 7.5.4 Bewdley Civic Society have been busy planning their summer balsam bashing events, and a full calendar of activities is now set in the diary. They have received their new signs, funded through UTS and they have now been placed around Bewdley.



7.6 Events

- 7.6.1 On 6 May we held an online celebration of the opening of Diglis Fish Pass, with a premier of the Diglis film. It was great to hear from partners and funders about the impact of the pass, and to share this milestone with many people who have been involved along the way. The launch film can be found [here](#).
- 7.6.2 Throughout May we have been running Migration Stations at Upper Lode Weir and Diglis Fish Pass. At these pop-up information stands, we have been talking to passers-by about the project, shad migration and the fish pass. Although several had to be cancelled due to the weather (both torrential rain and heat!), we engaged with over 180 people across 6 events. People have been overwhelmingly positive about the project and the pass and were excited to find out more information about visits to the viewing gallery.
- 7.6.3 On 27 May we held an online talk; 'The Story of Diglis Fish Pass', delivered by Richard Leigh (Kier) which was attended by 59 people.
- 7.6.4 May saw the continuation of the Sea to Source Walk, a collaborative 206 mile walk from the estuary of the River Severn up to its source by UTS team members and partners.



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APPENDIX 6: 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 May 2021. **Redacted.**

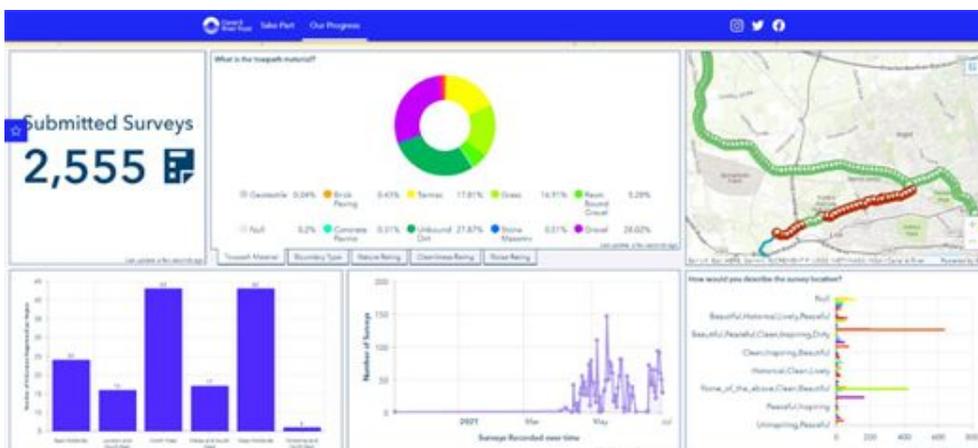
2. Key Developments, Issues & Challenges

2.1. Statutory Consultee – Duty to Respond & Report

We submitted our annual statutory consultee performance report 2020/21 to the MHCLG and Welsh Government. The Trust has exceeded the MHCLG's target rate of 80% - 95% with 98% and 100% of substantive responses within statutory deadline and / or agreed extensions of time in England and Wales respectively. Despite Covid the number of reportable applications over this period was higher than the previous year.

2.2. Towpath Survey by Our Volunteers (Citizen Science Project)

Following a required software update, our volunteer delivered Towpath Survey has restarted and is providing valuable information and insight into the condition and character of our towpath network. This information will be used to help prioritise future towpath improvement and develop towpath improvement solutions that are fit for purpose and appropriate to local contexts. Since launching the survey in April 2021, and despite the challenges of Covid-19 restrictions our volunteers have undertaken over 2500 surveys, equating to over 250kms of towpath surveyed.



[A screenshot of the survey data dashboard]

2.3. Statutory Funding – the Headlines

We have submitted a bid for £1.7m to the second round of the Green Recovery Challenge Fund. A decision is expected in mid-July. **Redacted.**

Redacted. We continue to work with Sustrans to develop a programme of towpath and access improvements for delivery this financial year.

Redacted.

2.4. **Redacted**

2.5. **Redacted**

2.6. **Beat the Street & Intelligent Health**

Our inaugural Beat the Street programme in Leicester has had over 37,000 participants to date. The Burnley programme is due to start in August. **Redacted.**

3. **Brand and Support**



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

As of the end of June 2021 our total supporters were at 966,976, a net growth of over 84,000 since March 2021. Our national Facebook page has over 400,000-page likes, **redacted.**

3.2. **User to Supporter - *Reach and Engage***

Plastics Challenge Campaign

Activity has focused on a themed garden at Royal Hampton Court Palace Garden Festival. Working with celebrated garden designer, Tracy Foster, our 'Message in a Bottle' garden has provided us with a high-profile platform to engage with the media, celebrities and the public to start seeding the movement as well as talking about the Plastics Challenge. The Silver award-winning garden will be transported to its new home at Stoke Bruerne following the event.

PR coverage included a prime slot on the Saturday night BBC 2 broadcast, The Express, Telegraph, Evening Standard, House Beautiful, Horticulture Week, The Garden Magazine, MSN News, Yahoo News and Country Living. Bill Bailey, Angelica Bell and Tony Robinson are some of the celebrity names who joined us on the stand for publicity photographs and to offer their support.

Canal Boat Holidays Campaign

We continue to provide engaging content on social media, with the latest video post attracting 90,000 views on Facebook. This campaign will run for the duration of the hire-boat season to support the industry and businesses in the build up to autumn.

Water Safety Campaign

The Trust supported the RLSS's Drowning Prevention Week in June reaching a combined audience of over 250,000. Our summer water safety messages will be promoted throughout the coming months and with a press and media push.

Events Activity

This year 203 "Let's" events have taken place, with 307 future events currently scheduled in.

Influencer, Celebrity and Patron Activity

Our Patron, HRH Prince of Wales, visited Coventry Basin in May. **Redacted**. Celebrity activity has focused on gaining presence at RHS Hampton Court Palace Garden Festival. We have also had an interview for Waterfront with Trust supporter and BBC Radio 6 presenter, Shaun Keaveny (164K social media followers), detailing his love of waterways and the impact they have had on his life.

Signage and Brand Activation

94% of the network has now been audited for signage. 600 new signs have been ordered in the past two months and 912 installed. We are focusing our efforts on ensuring we have brand presence at construction sites, volunteer works, third party funded projects and framework contractor sites. In addition, since the last board report, we have secured advertisement consents for signage at Coventry Basin and Sheffield Victoria Quays.

Retail offer

Our new range of Well-B merchandise is now on sale in our museums and attractions and online shop. The range includes a soft toy, a multi-use travel cup and a keyring. All items are either made from recycled material or are fully recyclable at the end of their life.

3.3. User to Supporter – *Connect*

Website

Redacted.

Redacted.

We have conducted a series of detailed technical audits of our website against Google's new Core Web Vitals ranking criteria that determine which websites are given a boost in Google's search results. Since April 2021 we have been implementing the audit's recommendations and have significantly improved our performance on all key measures.

Raising & Amplifying Our Voice

We are midway through publishing season one of CanalCast, our six-part podcast series. Upcoming episodes focus on boats and boating, the network's heritage and collections and maintaining an 18th century network in a 21st century world. There have been just over 2,000 downloads in the first couple of weeks since the series launched, which compares favourably to industry averages (source: Buzzsprout June 2021).

Filming

Redacted. Great Canal Journeys and Canal Boat Diaries continue to film on locations across the network. Other productions include Filming at NWM Ellesmere Port for BBC kids series

'Dodger', ITV drama 'The Bay' filmed on the Lancaster Canal and Sky's 'Gangs of London' filmed in Docklands.

4. Redacted

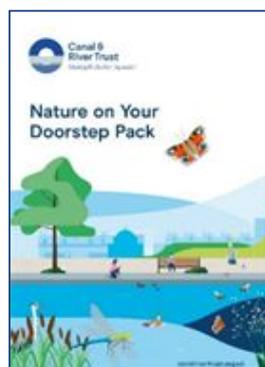
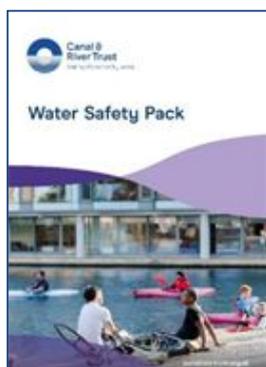
5. Public Affairs Activity

In July, the Trust met with Nicola Richards and Eddie Hughes to highlight the work of the 'Kickstarters' within their constituencies in and around Walsall. Redacted.

6. Participatory Development Work

6.1. Youth

The final two youth resource packs are complete, aimed primarily at 13–19-year-olds. The Water Safety pack was launched in June and Nature on Your Doorstep in July to coincide with the mass movement campaign. The packs can be viewed at www.canalrivertrust.org.uk/youth-resources and are available as free downloads.



7. Learning & Skills

STEM Learning Hub

We participated in the Big Bang Digital – the online version of the UK's biggest science fair. We developed an interactive session based on our winter works case study that showcases our extensive engineering activities and is part of our online educational offer.

School Plastics Challenge

We launched the School Plastics Challenge which sits alongside the main Plastics Challenge. The project is supported by curriculum linked learning resources, providing schools with a complete work unit so they can continue learning about the impact of plastics and litter back in the classroom. 164 schools have signed up in the first week.

Drowning Prevention Week

We ran a campaign for schools during Drowning Prevention Week which resulted in over 200 requests for virtual water safety workshops and our water safety booklets.

A Week of Wellbeing New Resources

A 'Week of Wellbeing' helps children understand the importance of wellbeing. Designed to support teachers of both Key Stage 1 & 2, our resources help them plan lessons built around the 'Five Ways To Wellbeing'. We expect teachers to start using these resources at the beginning of the school year in September.

7.1. Health & Wellbeing

We are exploring how Edible Gardens in Cardiff can work with the Trust on a pilot in the Torfaen area. This project would add a new dynamic to the canal corridor in one of our outcomes focused areas.

7.2. Arts & Culture

CoventryUK City of Culture in partnership with the Trust

A Coventry Canal cultural programme has been developed with Coventry UK City of Culture.

8. Heritage, Environment & Water

8.1. Heritage

Historic England Consultation on Draft Industrial Heritage Strategy

The Trust submitted representation in response to Historic England's consultation on its draft Industrial Heritage Strategy. The aims and overview of the Strategy largely aligns with the Trust's various workstreams - the key threads of the Strategy are to recognise, champion and realise public benefits.

The Trust has recently accepted an invitation to join the Industrial Heritage Steering Group to support Historic England in the delivery of the Strategy.

Cultural Heritage Advisory Group

The successful inaugural meeting of the CHAG, chaired by Nigel Barker-Mills, was attended by a full complement from the membership, which includes celebrated experts from the heritage sector.

Climate Change Hazard Mapping

The Trust is working with Historic England and partners to develop the methodology for mapping climate hazards to heritage structures. We will be contributing to further research and can benefit from utilising the dataset.

8.2. Environment & Sustainability

Developing Our Transition to Net Zero

We are commissioning Carbon Intelligence to work with us to develop our transition to net zero strategy and route map including options (rate of transition against affordability). Sue Wilkinson kindly introduced Carbon Intelligence to the Trust and they are working with National Trust, The Church Commissioners, Historic England, Network Rail, and Canary Wharf Group amongst others.

Lord Agnew Access to the Outdoors Commission Stakeholder Event

The Chief Secretary to the Treasury has set the challenge of levelling up Access to the Outdoors, for all and established the Outdoors Commission charged with recommending proposals Chaired by Lord Agnew. The first stage of policy proposals will be submitted to Lord Agnew for a meeting of Senior Officials at the end of July, with final policy proposals being recommended for inclusion in this year's spending review.

We attended a Natural England and Defra stakeholder event to contribute to the Outdoors Commission on 8th July 2021. DEFRA and Natural England are seeking ideas, data and evidence that can support policy thinking on levelling up access to the outdoors that has positive health and wellbeing outcomes for all; that benefits children and younger people, and that strongly contribute to nature recovery and net zero. DEFRA and Natural England are considering the development of policy level, cross-Government solutions that can deliver a 'quantum shift' in access to the outdoors and nature.

Health & Natural Environment APPG

At the Health & Natural Environment APPG held on 29th June, Natural England gave presentations on people connecting with nature and on Impact of COVID 19 on people's access to and use of the natural environment. Natural England shared their evidence review on who can access nature. Following this APPG, we had a productive meeting with the National Academy for Social Prescribing who are keen to work with the Trust, to promote waterways as arterial connectors and to connect us to the Social Prescribing Accelerator Programme.

Environment, Food and Rural Affairs Committee New Inquiry - Will Government measures to reduce plastic waste be just a drop in a plastic-polluted ocean?

The Environment, Food and Rural Affairs Committee have launched an inquiry into Plastic Waste which will focus on how the UK Government intends to tackle the issue of plastics and whether their targets go far enough. The deadline to submit evidence is Thursday 9th September.

9. Planning & Design – Statutory & Delivery

9.1. Statutory Consultee for Planning Applications

We responded to 715 planning application consultations in England & Wales in the period 1st April 2021 to 30 June 2021 which equated to 98% compliance (response within 21 days or agreed) in England and 100% in Wales.

10.2 Planning Delivery

The National Planning Delivery Team is continuing to undertake a significant amount of planning work on reservoirs working with the Infrastructure & Programmes Directorate, including preparing planning applications and Local Authority pre-application advice requests for major reservoir works falling outside permitted development rights. **Redacted.** In addition, the team has secured planning permission for works at Barrowford Reservoir following a positive decision by Pendle Borough Council's planning committee meeting on Wednesday the 7th of July.

For a number of years we have been assisting the delivery of a H2O Urban residential development at the highly sensitive Bulbourne Yard near Tring. The development is nearing

completion. The planning work on the project has involved every stage from securing initial consents through to the discharge of conditions and further consents required to deliver the final scheme.



The Bulbourne Scheme

10. High Speed Two (HS2)

The National Design & Heritage Team is reviewing our “HS2 Design Principles for Waterway Crossings” document, to ensure it addresses the new challenges created by the proposed HS2 alignment in Phase 2b Western (Birmingham to Manchester) and Eastern (Birmingham to Leeds) Legs. The Design Principles have been the foundation of the side agreement with the Trust and HS2 Ltd to ensure the architectural design of HS2 Crossings appropriately address and align with the historic waterway network. We have also been invited to discuss the Design Principles with the HS2 Independent Design Review Panel, who we understand support the approach the Trust has taken to establish clear design principles.

Phase 1 – London to West Midlands

- On the Paddington Arm in north London a second temporary bridge will be installed
- Utilities and watercourse diversion works on the Grand Union Canal at Offchurch in Warwickshire and at Lower Boddington in Northamptonshire.
- Permanent closure of existing roads and public footpaths serving the Birmingham and Fazeley Canal in North Warwickshire, and provision of alternative means of access.
- Felling of mature woodland adjacent to the Trent and Mersey Canal near Fradley Junction in Staffordshire.
- Demolition of a long retaining wall and canal access point adjacent to Lock 6, and construction of temporary surface water discharges to the Digbeth Branch Canal in central Birmingham.
- Lock 6 Digbeth Branch Canal central Birmingham.
- The re-routing / replacement of overhead high voltage electricity cables at various locations.

Funding opportunities relating to the HS2 project

Several opportunities to use HS2 and Department for Transport (DfT) related funding streams to improve access to and the condition of the Trust's towpaths have been progressed to various stages of completion as follows:

- Trent & Mersey Canal - Fradley Junction to Kings Bromley improvements – awaiting final approval by DfT. Potential for an additional 3km of improvements into Stafford.
- Staffs and Worcestershire Canal, Great Haywood area – circa £700k of improvements to 3.7km of towpath – final approval is awaited from the Secretary of State.
- Grand Union Canal – Ealing and Denham area improvements are under development.
- Oxford, Trent and Mersey and Grand Union Canal towpath improvements are under development.

Redacted.

Phase 2a – West Midlands to Crewe

The first Phase 2a works affecting the Trust's property will commence in July 2021, as ground investigation work for the new railway commences at Great Haywood in Staffordshire.

Phase 2b Western Leg – Crewe to Manchester

The Government recently announced that it will proceed with preparing a hybrid Bill for this part of the railway. It is expected to be presented to Parliament in late 2021 and will require five major new structures to be built over canals in rural parts of Cheshire.

The Trust has secured an agreement in principle from HS2 Limited, to establish a legally binding agreement for HS2 Phase 2b - one that protects many of our interests. It is expected to be similar to the agreements we hold with HS2 Limited for Phase 1 and Phase 2a.

Phase 2b Eastern Leg – West Midlands to Leeds

Works on this section of the high-speed railway have been suspended pending the conclusion of an Integrated Rail Plan for the North and Midlands. This Plan is expected to be published by the government in Summer 2021 and is expected to include detail of the future of Phase 2b Eastern Leg.

Strategy, Engagement & Impact Director, July 2021