



MEETING OF THE BOARD OF TRUSTEES

Items in red are confidential

Minutes of a meeting of the Board of Trustees (the Trustees) of Canal & River Trust (the Trust) held at 8.30am on Wednesday 17 May 2017 at the Canal & River Trust Office, Station House North Side, 500 Elder Gate, Milton Keynes MK9 1BB.

Present

Allan Leighton, Chair
Lynne Berry OBE, Trustee and Deputy Chair
Nigel Annett CBE, Trustee
Jane Cotton, Trustee
John Dodwell, Trustee
Frances Done CBE, Trustee
Ben Gordon, Trustee
Dame Jenny Abramsky, Trustee
Janet Hogben, Trustee

In attendance

Richard Parry, Chief Executive
Stuart Mills, Director
Sandra Kelly, Director
Heather Clarke, Director
Julie Sharman, Director
Simon Bamford, Director
Ian Rogers, Director
Gill Eastwood, Head of Governance, Audit & Risk (minute taker)
Matt Forrest, Head of Fundraising (Item 17/040 to 17/043 only)
James Myhill, Head of IT (Item 17/050 only)
Nicky Wakeford, Head of Communications (Item 17/051 only)
Tom Franklin, Chair OMF External Reference Group (Item 17/057 only)

17/040 APOLOGIES

Apologies were received from Tim Reeve, Trustee

CHAIR'S WELCOME AND REMARKS

The Chair welcomed all attendees to the meeting.

17/041 REGISTER OF INTERESTS AND DECLARATION OF INTERESTS IN ANY MATTER ON THE AGENDA

The attendees declared interests and set out in **Information Report CRT266**.
No further declarations of interest were made.

17/042 MINUTES AND SCHEDULE OF ACTIONS

The minutes of the Board of Trustees, Thursday 23 March 2017 were approved.

Redacted

Redacted

17/043 **Redacted**

Redacted

17/044 **Redacted**

Redacted

17/045 **Redacted**

Redacted

17/046 **Redacted**

Redacted

17/047 **Redacted**

Redacted

17/048 **Redacted**

Redacted

Julie Sharman, Director of Asset Management, proposed a revised Health and Safety Policy which has been updated to reflect the broader subject of well-being and was renamed the Health and Safety policy (ie the word Health has been added to the title.

The Board approved the revised policy.

17/049 **Redacted**

Redacted

17/050 **Redacted**

Redacted

17/051 **Redacted**

Redacted

17/052 **Redacted**

Redacted

17/053 **Redacted**

Redacted

17/054 **Governance Report [CRT277]**

Gill Eastwood presented the **Decision Report CRT277**. The Board:

- Noted the Trustees' recruitment update. LB was able to give the Board a very brief update on recruitment, saying that we have received a number of high quality candidates.
- **Redacted**

- Confirmed that they are content to not have a serving Trustee as an employer-nominated Trustee Director on the Waterways Pension Fund Trustee Board
- Approved the appointment of John Dodwell as an employer-nominated Trustee Director at the Waterways Pension Fund
- Approved the appointment of Ian Jarvis, Financial Controller, as employer-nominated Trustee Director at the Waterways Pension Fund.

The Trustees ratified the following partnership member appointments and renewals:

London - Emma Waslin 1st term, 3 years to 29 March 2020.

North East - Kara Hazelgrave, 1st term, 3 years to 27 April 2020

Adrian Curtis, 1st term, 3 years to 27 April 2020

Richard Atkinson, 2nd term, 3 years to 14 November 2019

North West - Gerry Proctor, MBE, 1st term, 3 years to 5 May 2020

17/055 **Redacted**
Redacted

17/056 **Chief's Executive's report [CRT279]**

The Board noted the Chief Executive's **Information Report CRT279** and the appendices which had been prepared by the Executive Directors.

17/057 **Redacted**
Redacted

17/058 **Annual Review of the National Advisory Groups [CRT283]**

The Information Report CRT283 which summarised Groups' past year's activity. RP reminded Trustees that the Trust is on constant look out for experts to assist these groups.

17/059 **Redacted**

All representatives of management except Richard Parry, Chief Executive, and Mike Gooddie HR Director left the meeting

17/060 **Redacted**
Redacted

17/061 **Close**

There being no further business, the Chair closed the meeting.

Chairman

GOVERNANCE REPORT

Gill Eastwood, Head of Governance Audit & Risk

1. PURPOSE

- 1.1. The purpose of this report is to draw the Trustees' attention to various matters affecting the governance of the Trust.

2. RECOMMENDATIONS

- 2.1. Trustees are asked to:

- 2.1.1. Note the Trustees' recruitment update (Section 3)

- 2.1.2. Redacted

- 2.1.3. Confirm that they are content to not have a serving Trustee as an employer-nominated Trustee Director on the Waterways Pension Fund Trustee Board (Section 5)

- 2.1.4. Approve the appointment of John Dodwell as an employer-nominated Trustee Director at the Waterways Pension Fund (if recommendation 2.1.3 is agreed)

- 2.1.5. Approve the appointment of Ian Jarvis, Financial Controller, as employer-nominated Trustee Director at the Waterways Pension Fund

- 2.1.6. Ratify the Partnership Member appointments and renewals as set out in Section 7.

3. TRUSTEES RECRUITMENT UPDATE

- 3.1. The current recruitment process for Trustees is on track. By the time of the Board meeting, first interviews will have been held with up to 10 potential candidates, with the last round of these interviews being programmed for Wednesday 10 May.

- 3.2. We will report the results of those interviews to the Appointments Committee to enable them to make a recommendation for a final interview to be held with Allan Leighton and Jenny Abramsky in June or July. And again, the results of those final interviews will be reported back to the Appointments Committee to hopefully enable the Committee to make recommendations for appointment at the September Council meeting.

4. Redacted

- 4.1. Redacted

5. WATERWAYS PENSION FUND: APPOINTMENT OF DIRECTORS

- 5.1. Prior to the Waterways Pension Fund closure to future accrual on 30 September 2016, the Pension Fund Trustee Board operated with 9 appointed Trustee Directors, of

which 4 were employer-nominated. The Pension Fund agreed to reduce the size of their Board in the light of the closure of the Fund to future benefit accrual, and now require only 3 employer-nominated Trustees. Jane Cotton resigned as a WPF Trustee Director in March 2017, leaving John Dodwell, Stuart Mills and Quentin Pickford as Pension Fund Trustees.

- 5.2 John Dodwell retires as a Canal & River Trust Trustee in September 2017. He has offered to continue to serve on the Waterways Pension Fund Trustee Board as an employer-nominated Trustee, after his retirement from the Canal & River Trust Board.
- 5.3 If the CRT Board is happy to have a non-Trustee as one of the employer-nominated Trustees on the Pension Fund, the Board is asked to approve his nomination as Pension Trustee Director.
- 5.4 The Trustees are also asked to approve the appointment of Ian Jarvis, Financial Controller, as an Employer-nominated Pension Trustee Director replacing Stuart Mills who will retire from the Pension Trustee Board in September.

6. PARTNERSHIP MEMBERS

- 6.1. Partnership Member appointments are the responsibility of each Partnership Chair. However, appointments are subject to ratification by Trustees. Members are usually appointed for 3 years but some shorter terms of appointment are being made to enable rotation. Members may serve a maximum of 6 years.
- 6.2. Since the March Board meeting, there have been 4 new appointments and no 2nd term renewals. Emma Waslin, London was ratified at the March meeting. Her missing biography is now provided for information.
- 6.3. East Midlands, North West, South East and South Wales & Severn are all actively seeking new members to join the Partnerships.
- 6.4. **Appendix 2** sets out the number of Partnership members, their remaining terms of office, and the number serving a second term.

Appointments to fill casual vacancies.

- 6.5. **London.**
- 6.6. **Emma Waslin 1st term, 3 years to 29 March 2020.**
- 6.7. Emma Waslin, currently the Programme Manager for Arts Council Initiative Creative and People and Places Hounslow, has extensive experience of working in theatre and the arts as a vehicle for change with children, young people and adults from economically and socially diverse backgrounds. Previously the Producer for Clean Break Theatre Company, and prior, strategic creative learning roles at Derby Theatre and Hull Truck Theatre, Emma has led on changes in culture in organisations to embed learning into the core work. Emma has vast knowledge of safeguarding and child protection. Across the years Emma has worked in partnership with companies including the National Theatre, the Royal Shakespeare Company, Slung Low and Frantic Assembly.
- 6.8. **North East.**
- 6.9. **Kara Hazelgrave, 1st term, 3 years to 27 April 2020**
Having worked in the water industry for more than 20 years, Kara specialises in innovation, implementation of new technologies, and collaboration. She currently

supports water researchers at University of Leeds by helping connect academics, stakeholder organisations and funding opportunities. Kara lives in Leeds, and enjoys pond dipping at Rodley Nature Reserve and recreational walking on the Leeds-Liverpool Canal footpath.

6.10. Adrian Curtis, 1st term, 3 years to 27 April 2020

Having trained as a public sector accountant and worked for two innovative local authorities, Adrian took the opportunity to join Groundwork – the national Environmental and Social regeneration Charity – in 1996. Adrian has lived and worked in West Yorkshire for most of his life and lives within walking distance of the Leeds Liverpool Canal. He has witnessed how his part of the route has been transformed over the past few years for waterway users and local communities and is keen to contribute to the future of the region and the nation's waterways.

6.11. Richard Atkinson, 2nd term, 3 years to 14 November 2019

After serving on the North West Partnership since November 2014, Richard Atkinson had expressed an interest in joining the North East Partnership to support the non-powered craft agenda, youth engagement and the Desmond Family Canoe Trail. Richard's home is in the Leeds City region and he felt he could add value to the DFCT project as it moves through Leeds onto the Aire and Calder Navigation. Following discussion with Bob Pointing, Chantelle Seaborn, Jon Horsfall and Mark Penny, the move is supported.

6.12. North West

6.13. Gerry Proctor, MBE, 1st term, 3 years to 5 May 2020

Gerry was awarded the MBE in 2013 for services to the community in Liverpool. He is Chair of Engage Liverpool engaging with those who live on the Waterfront in Liverpool and in the City Centre. He sits on the Canal & River Trust Waterspace Strategy Steering Group and has lived on the waterfront for the past 12 years. Gerry is also a member of the Liverpool Waterfront Business Partnership, and the World Heritage Site Steering Group which connects the route of the canal and the dock system with the critical issue of WHS status.



Canal &
River Trust

APPENDIX 1

Redacted



PARTNERSHIP MEMBERS' TERMS OF OFFICE

PARTNERSHIP	CURRENT MEMBERSHIP NOS - TOTAL	REMAINING TERM OF OFFICE			NO. ON 2 ND TERM
		Less than 12 months	12-23 months	24-36 months	
East Midlands	10	3*	7	-	7*
Kennet & Avon	8	2	3	3*	5*
London	12	3*	7	2	8*
Manchester, Potteries & Pennine	11	11*	-	-	8*
North East	11	2*	6	3	7*
North Wales & Borders	12	8*	-	4	1
North West	8	4*	2	2	4
South East	10	2*	5	3	5*
South Wales & Severn	7	6*	1	-	5
West Midlands	11	10*	1	-	7*
TOTAL	100	51	32	17	57

* Includes Chair

CHIEF EXECUTIVE'S REPORT

Richard Parry

1. INTRODUCTION

- 1.1 This report covers the period to the end of the financial year 2016/17, with updates for the first few weeks of the new year where available.
- 1.2 The most significant factor in the world around the Trust has been the calling of a 'snap' General Election, for June 8th. **Redacted**
- 1.3 **Redacted**
- 1.4 In the meantime, the local elections held on May 4th saw the election of new Mayors for regional Combined Authorities, notably the West Midlands and Greater Manchester where the new Mayors (Andy Street and Andy Burnham) are both known to support the role of Canals, and in Liverpool. Early engagement is being sought.
- 1.5 **Redacted**

2. PERFORMANCE

- 2.1 Appendix 1 sets out performance across the range of KPIs agreed by the Board for the full 2016/17 financial year. There are no surprises in those measures which have failed to meet the target as this was predicted at the F10 forecast in March. The year-end Defra measures have all performed well, with a significant improvement in the flood-related asset condition measure.
- 2.2 We received some good news in that the Boater satisfaction survey, held towards the end of the year, yielded a 76% satisfied result, ahead of target and an 8% increase on a year ago. For employee engagement, we have undertaken a new survey and propose to use a slightly different basis for calculating employee satisfaction, so it is not directly comparable with the target measure as defined a year ago. Hence, we have declared this measure 'amber' in the report. On the new measure first indications are that we have achieved a score of 66% satisfaction, which we estimate to be a slight improvement on last year, and it is based on an 80% sample, a huge increase (of around 400 additional respondents).
- 2.3 Appendix 2 presents the review of our year end performance against the key Strategic programmes that the Executive has been tracking to ensure the Trust's principal change actions are delivered, to complement the KPIs (which largely measure our on-going/ day-to-day delivery). A lot of learning from this has been captured in the new programmes for 2017/18.

3. EXECUTIVE REPORTS

- 3.1 The Executive's reports feature as Appendices 3 to 8. The main points to draw to the Board's attention are:
 - With the Annual Safety review as a separate item, Appendix 3 (Health & Safety) just updates on the first month of the year so far and confirms that the appeal hearing with the HSE over the death at Pontcysyllte has been resolved;

- Redacted
- Appendix 5 (Asset Delivery) reports on the conclusion of our winter works, the ongoing work to complete the re-construction of Crowther bridge, now likely to incur additional costs, and the River Severn fish passes project, which is facing some significant risks as we approach the submission for Stage 2 HLF funding approval.
- Redacted.
- Redacted
- Appendix 8 (HR report) reports on progress with our new apprenticeship training provider and the further roll-out of our new Leadership programme.
- Redacted
- Redacted

4. OTHER MATTERS

4.1 Redacted

4.2 Redacted

4.3 Redacted

Organisational KPIs and Targets for 2016/17



Mission Critical Measures	Mar Actual	Mar Target	Year End 2016	Target 2016	Actual 2015/15
Number of principal assets in Condition D or E (requirement to be below 23% threshold)	13.5%	15.0%		15.0%	13.8%
Annual total return on our endowment portfolio (to exceed market benchmark, GVA Forecast)			10.00%	3.8%	13.8%
Annual total return from non-property investments (to exceed market benchmark, CPI + 6%)			18.80%	7.30%	-2.8%
% of prompted people (living in close proximity of a waterway) that are aware of/recognise the value of their local waterway	TBD	TBD		TBD	
% of people surveyed who are aware of the Trust - 'brand awareness' (over last 12 months)	33%	33%		33%	29%
Nº of individual visitors to our waterways in a typical two week period (over last 12 months)	4.3 m	4.75 m		4.75 m	4.38 m
Customer satisfaction rating of visitors and towpath users (linked to visitor experience)	85%	85%		85%	83%
Nº of adoptions of our waterways (each adoption scheme roughly equates to 1 mile)	181	180		180	147
Nº of Volunteer Hours per annum	540,705	540,000		540,000	481,700
Volunteer satisfaction / recommendation % ratings	94%	90%		90%	89%
Other Measures and Government Contractual Obligations	Mar Actual	Mar Target	Year End 2016	Target 2016	Actual 2015/15
Public Safety: % of reported safety incidents attributable to the Trust's assets (infrastructure, facilities & equipment)	7.1%	7.5%		7.5%	7.8%
Employee, Volunteer and Contractor Safety: RIDDOR Accident Frequency Rate (accidents per 100,000 hours)	0.26	0.25		0.25	0.34
Customer satisfaction rating of boaters	76%	70%		70%	68%
Nº of days of unplanned closures to navigation within our control (individual instances over 4 hours)	549	570		570	630
Nº of days of unplanned closures to navigation within our control (individual instances over 48 hours)	441	500		500	556
Non-investment income to grow by more than CPI plus 1% (on a three year rolling basis)			3.49%	1.93%	3.27%
£ million secured from restricted statutory and voluntary funding, philanthropic and individual giving and contributions in kind	£22.8m	£16.0m	£26.3m	£16.0m	£14.8m
Support Costs share of Total Cost	12.5%	12.8%	12.3%	12.8%	12.7%
% of employees engaged per employee engagement survey	66%	45%		45%	40%
Nº of active Friends attracted and retained, regularly donating	20,638	22,500		22,500	15,800
Nº of children participating in face to face 'Explorer' educational sessions	92,660	70,000		70,000	63,944
Towpath Condition % at Grade A - C (requirement to be above 60% threshold)	78%	78.0%		78.0%	78.42%
Flood Management - % of principal culverts/ embankments in Condition grades A - C (requirement to be above 96% threshold)	99.0%	98.5%		98.5%	98.56%

APPENDIX 3: HEALTH & SAFETY

Report by Julie Sharman, Director of Asset Management

1. INTRODUCTION

1.1. This report covers the period of March and April 2017. The report covers Visitors, Employees, Volunteers and Contractors.

2. VISITOR SAFETY

2.1. There were 3 fatalities in March and 7 in April on our property. None we believe are related to a failing of the Trust.

2.2. Redacted

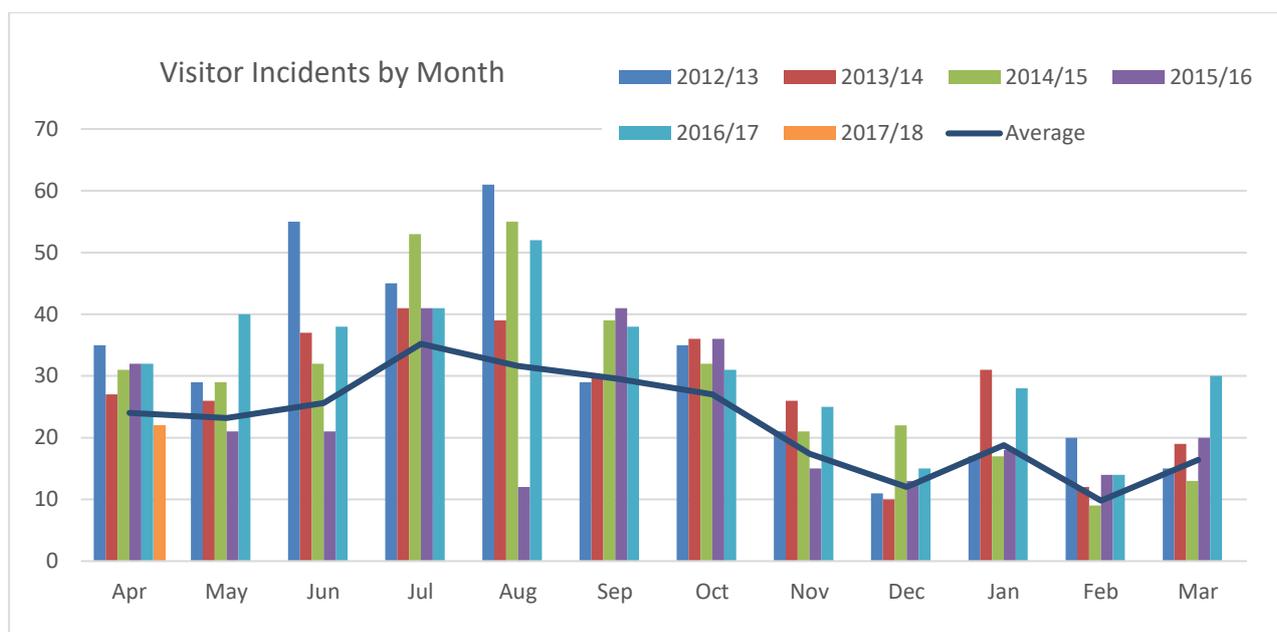
2.3. Infrastructure related issues:

2.3.1. During the period there was no reportable visitor incident.

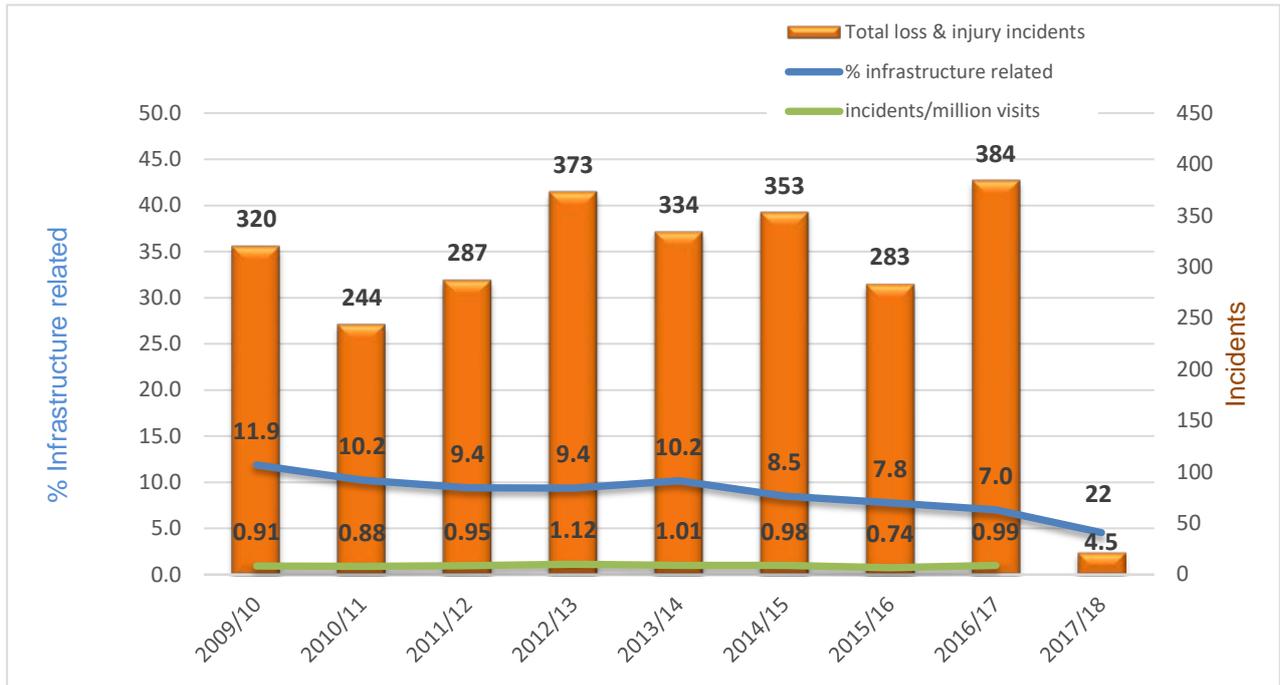
2.3.2. The analysis of incidents involving members of the public reported for the operating year up to the end of March 2016/17 indicates 384 incidents were reported where loss or injury occurred, of which 27 incidents could be linked to waterway infrastructure (7.0%). Redacted

2.3.3. During April, there were a total of 22 incidents reported, of which 1 incident could be related to waterway infrastructure (4.5%) Redacted

2.3.4. The following Chart shows the seasonality of the public incidents. The January spike is partly driven by incidents occurring during Xmas shutdown not getting reported until early January. The 22 injuries reported in April puts us well below the level of injuries reported in recent years, and so is a positive start to the year

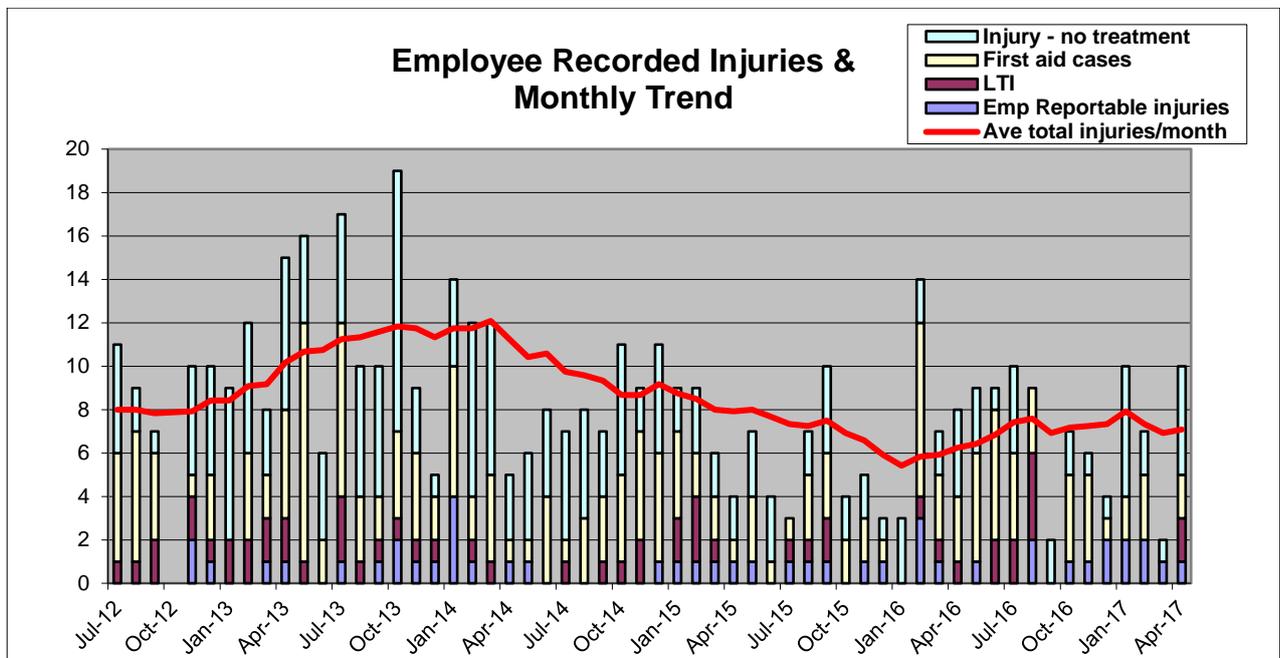


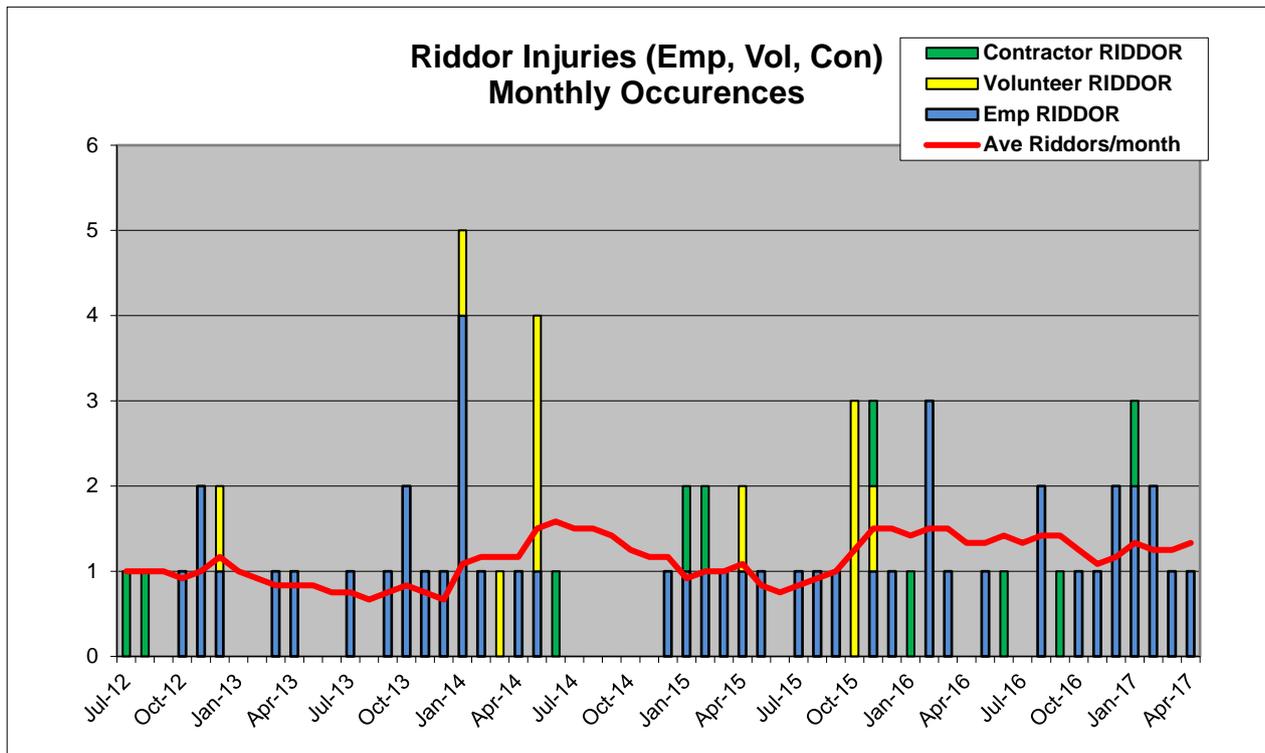
2.3.5. The following chart shows the trend in Infrastructure related injuries and total incidents reported.



3. EMPLOYEES

3.1. The chart below shows the trend in the number of all reported employee injuries. Although there is an increase in first aid and LTI injuries the rise since December is in line with previous annual trends. There have been 5 reportable accidents since the last report 4 involving employees and 1 contractor, details are in section 3.2.





3.2. Riddor incidents recorded in the period March and April 2017

There were 2 employee incidents involving a loss of more than 7 days of work time;

- Date: 6th March 2017, Lock 17, Junction Lock, Trent and Mersey Canal, a construction operative injured his knee stepping of a workboat onto wet grass. There was a half metre step down onto the bank. A gangplank with anti-slip matting was in use on the opposite side of the boat.
- Date: 13th April 2017, Rushall Lock 1, West Midlands. A Customer Operations operative suffered a strain injury to his side following operation of paddle gear at Rushall Lock 1. The IP went home on the 13th April 2017 as has not yet returned to work. There is no evidence of a pre-existing health condition. The local Supervisor is visiting the operative and taking a statement and will complete an incident report following discussion with HSA.

4. OCCUPATIONAL HEALTH

4.1. The occupational health contract continues to perform well. There have been no new cases of occupational ill health reported.

5. VOLUNTEERS

5.1. In the period, there has been no reportable volunteer injury.

6. CONTRACTORS

6.1. In the period, there has been no reportable contractor injury;

In the previous report, we informed the Board of an injury to a Vinci employee allegedly struck by a motorcycle when attending a water point near to Weston Lock Bridge. The injuries sustained by the contractor were not work related and the incident may have been fabricated to cover up a non-work related injury. The incident has been removed from the statistics.

7. OVERALL SAFETY PERFORMANCE

7.1. The Accident Frequency Rate per 100,000 hours worked (AFR) is our main safety performance indicator and the table below shows AFR rolling over the past 12 months for each component of

the Trust's workforce - employees, contractors, and volunteers. The target overall performance for 2017/18 is an AFR of 0.20. The outturn for 2016/17 was and AFR of 0.26.

CRT People	AFR	Number of Injuries in past 12 months	Number of Injuries this operating year	Target
CRT Employees [1780 FTE]	0.36	13	1	
CRT Volunteers [300 FTE]	0.0	0	0	
CRT Contractors [630 FTE]	0.16	2	0	
ALL CRT	0.28	15	1	0.20

May 2017



Appendix 5: ASSET REPORT

Report by the Director of Asset Delivery

May 2017

1. Introduction

1.1 This appendix provides an update on the Asset repair and works programme.

2. Flood Response Update

2.1 Work to deliver the recovery programme continues to progress in accordance with the plan.

The Calder & Hebble Canal reopened on 18th March as planned with the completion of Elland Bridge and in channel works at Crowther Bridge.

Progress Update

The completion of Elland Bridge was marked by a community celebration event on Sunday 2 April jointly organised by the Trust and Calderdale Council. The re-opening of the canal was celebrated by a boat trip and ribbon cutting by the Minister of Transport and Richard Parry. The bridge was closed to road traffic and visitors enjoyed a range of activities including music, boat trips, free taster canoe sessions, stalls, displays, vintage vehicles, roving entertainment, a photographic exhibition, time-lapse photography, talks, food and drink.





Elland Bridge, reconstructed towpath under bridge

Works are progressing well at Crowther Bridge with the arch and walls completed the bridge has been filled with concrete to road level allowing access across the bridge. Remaining works include reconstruction of the stone facing, service diversions and retaining walls on each bank.



Crowther Bridge – Concrete arch and spandrel walls in place

Redacted

Crowther Bridge is due for completion in July.

The final flood response project to be completed is Ganny Weir, Calder and Hebble Navigation where work started during w/c 24th April and is planned for completion in June. The repair works are not impacting upon navigation.

3. Waterway Infrastructure Maintenance and Repair (WIMR)

In B16, Asset Delivery and our contractors and volunteers have delivered circa £90m of outputs across priority projects and works, operational contracts, enterprise and operational capital completing maintenance and repair works to our infrastructure and floating plant.

3.1 Priority Projects and Enterprise Funded Works- IDT

In B16 the total value of priority projects and enterprise funded works delivered through IDT £48,590m with 87% of the planned priority projects fully or partly delivered in year. Planned works were deferred to, in part, accommodate arising works of which there were 75 projects at a total cost of £2.02m.

£6.2m of dredging delivered was delivered with 88% of the planned programme completed. The shortfall on plan being due to the deferment of Liverpool Albert Docks dredging to B17 to facilitate the protracted timescale to acquire the marine sediment disposal licence. Consequently, the B17 dredging plan has been increased to £8.46m to maintain the expenditure commitment.

Completed projects include:

- Prees Embankment
- Marsh Lock
- National lock grouting
- Tame Aqueduct Repairs
- Birmingham & Fazeley dredging
- K&A Long Pound dredging
- Horbury Culvert repairs
- Brick Lock repairs
- Tringford pumping station
- Spouthouse waterway wall



Brick Lock wall repairs

Enterprise funding has enabled significant work to be undertaken:

- £2.5m Calderdale funded flood response
- £4.8m Elland & Crowther Bridges
- £2.54m Welsh Gov.Project (Llangattock, Goytre, Talybont, Glan Usk)
- £0.42m Washwalls Repairs
- £8.99m other enterprise projects including West Midlands and London towpaths



Llangattock waterway wall construction

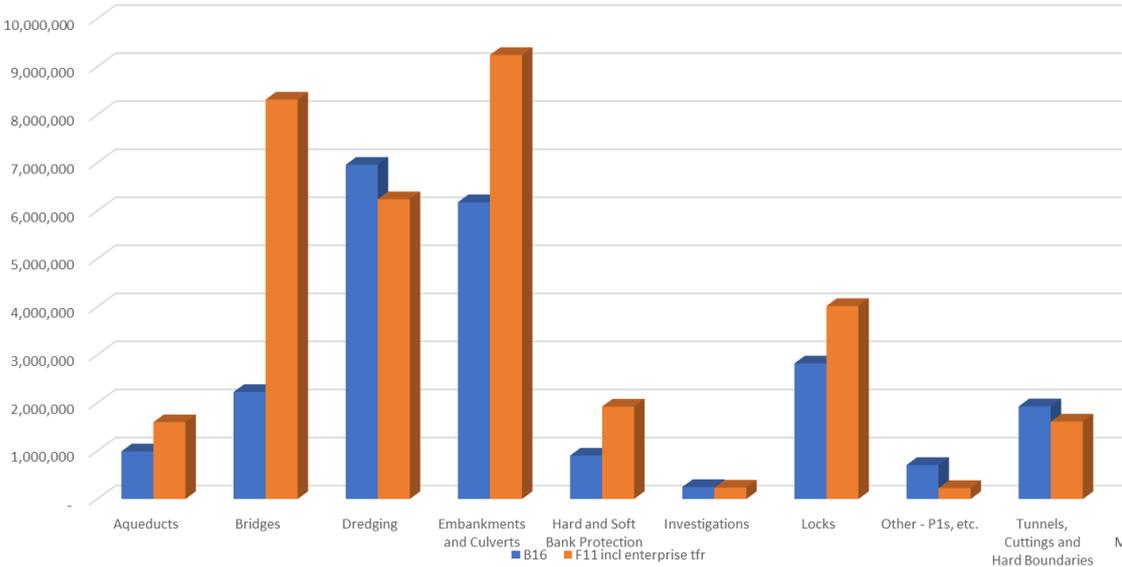


Llangattock Re-lining complete

The Welsh funded Mon & Brec project completed all major outputs by the 31st March as planned following an in year start in July 2016 with just the scour works at Talybont and Llangattock Aqueducts to be completed in May due to

consenting constraints. However, all the Welsh Government Funded works were completed and the requirements of the funding met.

PP Spend by Programme Board Category including Transfers to Enterprise B16 v F11



The distribution of priority projects and enterprise across the Trust’s assets is detailed in the graph above with the significantly increased expenditure on bridges and embankments and culverts compared to plan being because of the Elland and Crowther Bridges and Llangattock relining projects.

3.2 Redacted

Redacted

3.3 Priority Works – Direct Services

The Direct Services construction teams completed 874 out of the target of 1030 (85%) planned works packages in B16 with 265 arising works packages also completed (25% of original plan). Therefore, the total number of work packages completed was 1138 which was 111% of the original plan.

A total of 143 stoppages, including 66 lock gate stoppages, were completed over the winter period with all post-Christmas stoppages completed by the end of March. In addition, two additional unplanned arising stoppages were completed at Birstal Lock on the River Soar and Bumblebee Lock on the Grand Union.

During the year, the construction teams realised cost savings and efficiencies of £717k generated from the use of materials from stock, reuse and recycling, method

related savings, sharing of plant and equipment etc. These savings were reinvested in arising works across all Asset Delivery programmes.



Turnerwood Feeder Lock, Chesterfield Canal, replacement of bottom lock gates.



Belfield Wash Wall Repair – slabbing board and recovered stone for reuse



Belfield Wash Wall Repair – completed

The M&E delivery team have undertaken a significant planned maintenance and repair programme on fixed assets and floating plant in B16 with 1908 maintenance visits completed, 95% of plan and 1056 reactive breakdown repairs completed.

3.4 Operational Contracts

As is the nature of the principally customer facing operational contracts programme, many thousands of routine statutory and maintenance tasks were undertaken during B15 together with a planned and arising project works.

Headlines include:

National Vegetation & Environmental Services Contract:

- Over £11m - total value of work delivered:
- Over 2,300 task orders completed, value of over £6m.
- 186,853 core tasks completed, value of £5m.
- Around 68 miles of offside vegetation cleared.
- Tree surveys in NW, CS & KA.
- 1,150 High Priority trees from surveys dealt with.

- Over 1,000 Windblown reactive individual trees, including around 200 from storm Doris costing over £150k cleared within a week with the majority cleared before the following weekend.



Bridgwater & Taunton canal, clearance of the waterside brambles.



MEICA/WAMM Contracts:

- A total of 1,441 service visits completed with an element of Spring Maintenance from B17 being brought forward to align with contract demobilisation
- 840 Task Orders completed including 450 call outs, reactive repairs and planned repair. and projects such as the Strong Stream Warning boards funded from other work streams (e.g. Operational Capital).
- MEICA Works Projects delivered to a value of £950k: 17 planned projects delivered plus 9 arising in year
- Operational Capital: 20 projects with a combined total value of £699k, including 6 schemes added in year and 2 deferred to balance the budget.
- Demobilisation of the existing contracts, including management of complex TUPE issues.
- Compiled, tendered, awarded and mobilised new contract with AMCO.

- Early Contractor Involvement (ECI) on MEICA projects led to early delivery of pedestal schemes and a cost saving of £80k, some of this returned to contingency fund at P2.



Bevere Weir, River Severn, Installation of Strong Stream Boards

National Waste Contract:

- Nearly 7,000 tonnes of waste collected and disposed of in 2016/17.
- Customer & Office Waste Collection has increased significantly:
 - 68,548 Individual Bin Collections (Multiple Bin Types).
- Hazardous Waste Collection has increased significantly:
 - 581 Hazardous Waste collections.
- Operational & Commercial Waste Collection has increased significantly:
 - 1,161 Skip Services.

In response to the increase in waste volumes and resulting disposal costs a strategic review of waste has been initiated and included as a strategic programme in B17.

3.5 Volunteer Delivery

Grantham Canal Restoration Project

Works continue to progress well on site at Lock 15, with the brick and block work on the Low side/offside being constructed for the return wall for the lock quadrants. Several volunteers from Mercian archaeologists have been helping with drawing the top end brickwork and stone work. WRG had a working camp for a week during April.

Asset Delivery Volunteering

A work programme has been developed with packages of work identified from the Priority Works programme list and the vegetation contract programme. Work completed included towpath sapling removal within the West Midlands waterway and reconstruction of Bridge 33 parapet on the Stratford Canal.



Stratford Canal bridge 33 Parapet Rebuild



Five volunteers completed the work in three days with a total of 80 hours between them.

A handwritten signature in black ink, appearing to read 'S Bamford'.

Simon Bamford
Director of Asset Delivery

APPENDIX 8: HUMAN RESOURCES UPDATE

By Mike Gooddie, HR Director

1) PURPOSE

To update the Board on recent HR activity and potential risks.

2) KEY POINTS

- 2.1 2017/18 Pay Claim:** The unions have now presented their 2017/18 pay claim. We have prepared a paper with a response for further discussion at the RemCom on 16th May. Further details to follow at the meeting.
- 2.2 Redacted**
- 2.3 Job Evaluation.** The project is continuing on time and on track the panel have evaluated over 100 roles. We have now created a 'spine' of jobs which we are using to evaluate the remaining roles within the Trust.
- 2.4 Talent Management.** The new talent management tool ("9 box model") is continuing to be developed for use in the Trust, and has started to be communicated to the Senior Management population to assist in developing succession and targeting development.
- 2.5 Leadership Development.** An initial cohort of 14 Senior Managers piloted the Leadership Programme with Burnham Rosen in March. The programme consisted of a 3-day workshop, coaching and an ongoing development project tackling a key organisational challenge supporting Growing our Trust. Further courses are scheduled for July and October. We are proposing that groups comprising some Directors, some members of the Senior Management team, and some from other operational leadership roles outside the SM group are included, so that we can spread the impact across the Trust and start to address the need for this programme to reach all levels.
- 2.6 Apprenticeships.** We have concluded the procurement exercise to identify a new training provider for our heritage craft apprentices. After a competitive process Building Craft College (the provider who support Princes Foundation for Building Community) is the preferred supplier. The current 2nd year apprentices will continue their qualification with the existing supplier (HCA) to avoid disruption to their programme. The new supplier will start with the new level 3 apprenticeships in September. With no HLF Skills for the Future scheme for September after the three years funding expired, we will be looking to develop alternative entry routes for the 2018 Level 3 apprenticeship programme.
- 2.7 Growing our Trust.** During March a series of communications providing updates on the progress of actions and responding to the Listening groups in place across the Trust. The Employee Survey has now been completed and results are expected by the end of May. These will provide a clearer set of metrics to better enable us to provide targeted support for individuals and teams to drive engagement.
- 2.8 Diversity and Inclusion:** Training has taken place for 87 managers to enable them to deliver D&I Awareness training to their teams which has started to be cascaded. The two network groups (Gender Balance and D&I) had their first meetings in March and April and several actions have been completed as a result of these already. The outputs

of these groups will form part of our diversity strategy going forward. We are currently in the process of setting up an LGBT network group, interest for which was apparent following the D&I network group. We will also be addressing the need for Gender Pay Gap reporting from next year.

Mike Gooddie
May 2017

NATIONAL ADVISORY GROUPS UPDATE

Author: Richard Parry, Chief Executive

1. Purpose of the Paper.

The purpose of this paper is to give the Board visibility of the role and current work of the Trust's Advisory Groups, for information.

2. Overview.

- 2.1 Expert National Advisory Groups were set up at the time Canal & River Trust was established to provide advice to the Trust's Executive and senior management. The Groups have a reporting line to the Chief Executive.
- 2.2 All the Groups are working productively. Their Chairs and Members value the support they are able to provide and the opportunity to contribute to the development of the Trust.
- 2.3 This paper provides a briefing on the range of Groups, their recruitment and management, and the contribution they are making to the development of Trust.

3. The Groups.

- 3.1 There are currently 10 Groups detailed below with the executive and managerial leads and the current Chair.

Advisory Group	Chair	Lead Director	Lead Manager
Arts on the Waterways	Jonathan Watkins	Sophie Castell	Tim Eastop
Environment	Ed Mitchell	Julie Sharman	Peter Birch
Freight	David Quarmby	Stuart Mills	Richard Rutter
Heritage	Sir Neil Cossons (retired April 2017)	Julie Sharman	Nigel Crowe
Museums	Sam Mullins	Richard Parry	Graham Boxer
Navigation - Operations	Mike Carter	Julie Sharman	Tony Stammers
Navigation - Licensing & Mooring	Mike Annan	Ian Rogers	Jon Horsfall
National Angling	Ian Trayer	Ian Rogers	Caroline Killeavy
Volunteering	Gennie Dearman tbc	Ian Rogers	Caroline Killeavy
Youth Engagement	Chloe Donovan	Ian Rogers	Caroline Killeavy

- 3.2 Groups meet as required, typically 3 times a year, but the pattern is varied to meet need. The Freight Group, for example, is not currently meeting as a group but members provide their specialist support as required. The Groups work to agendas jointly agreed by the Lead Manager and Chair and they each periodically report to the Chief Executive on their work.

4. Appointments.

- 4.1 When first established, Chairs and Members were recruited by personal invitation from the Chief Executive. However, we now operate an open process which includes public advertisement and interview.
- 4.2 Members are selected to provide a broad-based range of experience and expertise relevant to each topic. Appointments are made by the Chief Executive for a 3-year term renewable for a second term.
- 4.3 Short biographies for each of the groups and its current members are presented in **Annex 1**.

5. Contribution.

- 5.1 All the Groups provide the Trust with access to a wide range of experience, expertise and perspective that goes beyond that available to the management team and executive. In many areas we are able to benefit from national experts prominent in their field.
- 5.2 Each of the groups has played a valuable role in building capacity within the Trust and in the development of specialist areas of policy, strategy and practice. We also benefit greatly from the advocacy and support of these expert groups in novel and potentially contentious areas of policy and practice.
- 5.3 Outputs are focused on management need but the open conduct of the Advisory Groups' business, supported and enabled by volunteers prominent in their field, has helped to strengthen relationships with key stakeholders.
- 5.4 The range of topics considered by the Groups, and key issues considered over the last 12 months, are set out in **Annex 1**.

6. Conclusions and Recommendations

- 6.1 The Board is invited to note this paper. A further update will be provided in May 2018.

Richard Parry
Chief Executive
May 2017

ARTS ON THE WATERWAYS ADVISORY GROUP – MAY 2017

NAME OF THE GROUP	ARTS ON THE WATERWAYS
CRT LEAD MANAGER	Tim Eastop, Arts Development Manager
CHAired BY	Jonathan Watkins, Director, IKON Gallery
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Jonathan Watkins Chair	Director of the Ikon Gallery since 1999, Jonathan is internationally known as a leading UK-based curator and director of visual arts. He has worked in London as curator of the Serpentine Gallery, and has curated many exhibitions in this country and abroad including: the Biennale of Sydney (1998), Tate Triennial (2003), Shanghai Biennale (2006), Sharjah Biennial (2007), Guangzhou Triennial (2012) and the Iraqi Pavilion for the Venice Biennale 2013
Ian Banks	Director Atoll Ltd. Ian is both a chartered architect and a public art consultant, a micro art + architecture collaborative that partners with an ever-changing network of creative artists, architects, landscape architects, engineers, designers and curators. Member of NW Waterways Partnership
Tamsin Dillon	Tamsin is a leading curator based in the UK. She was Director of Art on the Underground, the highly regarded contemporary art programme within a world-leading underground transport. Tamsin recently curated 14-18-NOW, a major initiative focused on the centenary of the First World War, and for the Kings Cross Partnership. She was interim Head of Exhibitions and Displays at TATE Liverpool in 2014.
Claire Doherty	Claire is the founder Director of Situations. She was awarded a prestigious Paul Hamlyn Breakthrough Award as an outstanding cultural entrepreneur and in 2012 led Situations to become an independent arts organisation and charity. From 2015 Situations became an Arts Council England National Portfolio organisation.
Mark Dunhill	Mark is Academic Dean at Central St Martins with responsibility for the programmes of Art, Culture and Enterprise, Drama and Performance, and Graphic Communication. He was chair of the National Association for Fine Art Education between 2008-12 and has been a trustee and advisor for independent and public arts organisations.
Deirdre Figueiredo MBE	Deirdre is currently the Director of Craftspace, based in Birmingham, which works in partnership with makers and artists, audiences, venues and a diverse range of organisations to push boundaries and perceptions around contemporary crafts practice, touring exhibitions and audience development.
Manick Govinda	Manick is Head of Artists' Advisory Services and Artists' Producer at the leading artists agency, ArtsAdmin. He is also a non-executive director of 'an The Artists' Information Company' and a freelance writer and campaigner on free expression on arts and immigration issues.
Marianne McNamara	Marianne joined Mikron, the famous boating and touring theatre company, as an actor in 2003. Since then she has worked for the company as an actor, administrator, director, youth worker and now as Artistic Director, taking the company to new heights.
Judith Palmer	Judith has been Director of the Poetry Society since 2008. She has worked previously for influential organisations including: Arts Catalyst, Arts Council England, Royal Botanic Gardens Kew, Barbican Centre, The Women's Library and Gunpowder Park. She has been a freelance

	correspondent working for national media including BBC R4, The Independent and the Sunday Telegraph
Megan Piper	Director, Piper Gallery and The Line Megan is a contemporary art dealer based in London. Her exhibitions look at rediscovering and re-evaluating artists who have been working since the 60s and 70s. She also manages private sales and acquisitions of secondary market work. Megan is the co-founder of The Line, London's first dedicated modern and contemporary art walk alongside the lower River Lea.
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> • A new four-year Memorandum of Understanding signed with Arts Council England. Will enable more high-quality, socially engaged contemporary arts on the waterways, building new visitors to the waterways, new audiences for the arts and great opportunities for artists. • 2016/17 Programme: see current – see webpage here <p>Prominent projects:</p> <ul style="list-style-type: none"> • Suzanne Lacy, in collaboration with In-Situ, held a huge banquet in the former Smith & Nephews canal-side mill in Brierfield to celebrate the building's history while looking to its future. A pioneer of public art and social practice, the artist invited local people to the all-day event on 1 October 2016 • A Rhapsody to the Leeds & Liverpool Canal was a new choral piece marking the canal's bicentenary in 2016. Composed by Ian Stephens, with a libretto by poet Ian McMillan, the piece was performed on 16 October at King George's Hall, Blackburn featuring choirs, bands and soloists from across the region • The Trust led the fundraising and project management of Dance on Water, a new collaboration with Matthew Bourne's New Adventures company. Based on the highly successful, Shakespearean 'Stratford 2 Stratford' initiative of 2015, young people (aged 16-25) from disadvantaged areas of Birmingham and Salford took part in a series of waterways-inspired dance workshops
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none"> • During 2016 the advisors helped address the value of arts to the Trust. In its first phase (2013-2016) the Trust's Arts on the Waterways programme enabled talented artists to slow down, research and make ambitious new work responding to important social, ecological and heritage questions along our waterways. The programme levered £4.5m for new artworks by over 160 artists, reaching more than 350,000 people who were engaged through 550 separate events, workshops and talks • The plan that has emerged for the next phase has been informed by evaluation, internal consultation during Autumn 2016, the MoUs and the Trust's business plan. We plan to develop a new, national strategic touring programme of arts activity that will deliver local and national impact, targeting communities within five key stretches of waterways where engagement with the waterways and the arts is low. These will be connected by our national narrative of transforming places and enriching lives.

ENVIRONMENTAL ADVISORY GROUP – MAY 2017

NAME OF THE GROUP	ENVIRONMENTAL
CRT LEAD MANAGER	Peter Birch, National Environment Manager
CHAIRIED BY	Ed Mitchell
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Ed Mitchell (as Chair)	Former Director at the Environment Agency, background in the water industry.
Rafid Al Khaddar	CIWEM representative, likely to be stepping back now he is President of the Institute. University Professor, has supported research/volunteering links for Environment team.
Caroline Essery	Caroline has worked as an ecologist for over 20 years promoting and advising on the sustainable management of watercourses. Currently with the Environment Agency advising on a wide range of topics relating to the conservation and enhancement of the water environment
Mike Dobson	Former chief executive of Freshwater Biology Association, now senior consultant with APEM.
Colin Fenn	Independent consultant on water resources and climate change issues, member of CIWEM WR panel
Rob Jarman	Former Sustainability Director at the National Trust, independent consultant.
Bruce Lascelles	Head of natural environment team at Hyder (the Trusts PSC consultant, now a division of Arcadis)
Arlin Rickard	Chief Executive of the Rivers Trusts, strong advocate for Water Framework Directive issues especially Fish Passes – has supported the Trust in a pragmatic approach with Environment Agency and helped to leverage external funding for fish passes on our weirs.
Lindsay Frost	Chartered Town planner, former local planning officer
Peter Lambert	River Projects Manager at Shropshire Wildlife Trust
Duncan Mackay	Principal Advisor – Reconnecting People & nature team – Natural England; supports our MoU with Natural England and ongoing Chief Exec liaison.
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> • BREXIT - What issues does Brexit create for an organisation with environmental concerns? How should the Trust respond (helped inform a subsequent Board paper on the topic) • Update to the Trust's environmental management system – review of the Trust's corporate strategy as regards environmental performance and asset improvement (helped inform subsequent plans for EMS refresh) • Environmental Asset Management – How the Trust is building environmental assets into our Asset Management Strategy and linking to Payment for Ecosystem Services and Natural Capital approaches used elsewhere. (Helped inform development of asset inspection arrangements for environmental assets)
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Strong support for the Trust to be more vocal on environmental issues that affect our environmental assets – such as Brexit; pending legislation; development of Natural Capital approaches by Government; Defra's 25-year Environment Plan



FREIGHT ADVISORY GROUP – MAY 2017

Over the past 12 months the Group has been dormant. The Group was established as a task and finish group to help the Trust draft its Waterborne Freight Policy. It can be recalled if the Group’s expertise is required further. Over the past 12-months some members have been active in supporting the opportunity for waterborne freight in the North-East Waterway (see below)

NAME OF THE GROUP	FREIGHT
CRT LEAD MANAGER	Richard Rutter, Research & Impact Manager
CHAired BY	David Quarmby
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
David Quarmby Chair	Respected transport professional with a wealth of experience encompassing business, government, public bodies and academia Attends the NE Waterway Freight Stakeholder Group
Mike Garratt	Regularly attends the NE Waterway Freight Stakeholder Group
Mark Grimshaw-Smith	Available to be recalled to the Advisory Group if required
James Hookham	Available to be recalled to the Advisory Group if required
David Lowe	Regularly attends the NE Waterway Freight Stakeholder Group
Heather McLaughlin	No longer a member
Ian Wainwright	Available to be recalled to the Advisory Group if required
John Dodwell	Proxy Advisory Group Member and regularly attends the NE Waterway Freight Stakeholder Group
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> Developing proposals for the NE waterways responding to the Trust’s Waterborne Freight Policy and the UK Government’s focus on the Northern Powerhouse
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none"> Key work streams have included: <ul style="list-style-type: none"> Developing proposals for an inland port in Leeds Investigating funding streams (European and domestic) to support proposals to upgrade the Aire & Calder to a European Freight Route Assessing the financial viability of developing a freight proposal for the Aire & Calder Navigation Working with the West Yorks Combined Transport Authority, Leeds City Council and Port Authorities, etc., to develop proposals for the Aire and Calder Attending conferences to promote the Trust’s Freight and wider waterway benefits (related to economy, communities, sustainable transport and environment)

HERITAGE ADVISORY GROUP – MAY 2017

NAME OF THE GROUP	HERITAGE
CRT LEAD MANAGER	Nigel Crowe, National Heritage Manager
CHAired BY	Sir Neil Cossons (retired April 2017)
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Sir Neil Cossons Chair (<i>outgoing</i>)	Leading light in the world of industrial archaeology, former CX at English Heritage and recently-appointed HLF Trustee
Peter Brown	Member of the Railway & Canal Historical Society and boater. Also on the Trust's Council
Harriet Devlin	Historic Conservation course leader at Birmingham City University
Keith Falconer	Retired English Heritage Head of Industrial Archaeology. Expert consultant
Philip Grover	Architect/Planner and expert heritage consultant
Edward Holland	Formerly with Prince's Regeneration Trust, now a heritage consultant
Stephen Hughes	Retired from Royal Commission on The Ancient & Historical Monuments of Wales. Expert on industrial canals of Wales
Jane Kennedy	Director of Purcell: architects, designers, heritage consultants
Laurence Newman (<i>retired</i>)	Museums expert (retired April 2017)
John Yates (<i>retired</i>)	Historic England Inspector, boat owner and nominated representative for the Institution of Historic Buildings on the Trust's Council
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<p>11 November 2016</p> <ul style="list-style-type: none"> • Third party funding opportunities/HLF • Heritage at Risk • National Listed Building Consent Order • Brunel Bridge relocation • Makers' marks on lock gates – Marketing initiative <p>24 March 2017</p> <ul style="list-style-type: none"> • Asset Strategy presentation & discussion • Heritage at Risk presentation & discussion • Retirement of Sir Neil Cossons from Chair of HAG <p>Additional activity</p> <ul style="list-style-type: none"> • Comments from HAG on a number of third party planning applications affecting waterways heritage • Comments relating to Marple Aqueduct safety railings
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none"> • New members successfully 'inducted' into HAG • Support for National Listed Building Consent Order • Ideas for funding sources and projects • Heritage at Risk

MUSEUMS ADVISORY BOARD – MAY 2017

NAME OF THE GROUP	MUSEUMS ADVISORY BOARD
CRT LEAD MANAGER	Graham Boxer, Head of Museums
CHAired BY	Sam Mullins, Director London Transport Museum
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Sam Mullins	Director London Transport Museum Specialties: Sustaining creative teams, advocacy, interpretation, strategic development, stakeholder relations.
Jonathan Bryant	Consultant, Roseangle Strategic, planning and operations. Roseangle provides consultancy and interim management services. It specialises in developing new roles for fixed, moveable and intellectual heritage assets.
Emma Chaplin	Consultant, Heritage and Museum Services Museum professional in curatorial and senior management roles in independent and local authority museums for over 20 years. Expertise in museum collections management. Managed own museums and heritage consultancy business since 2009. Formerly Keeper of Collections at the (then) Boat Museum in Ellesmere Port.
Rob Lansdown	Consultant, Platanus London Led many architectural, narrative, media and IM projects. Formed small consultancy, Platanus London, to work with not for profit institutions and their professional teams. Focus on functional, architectural and system developments, specifically aimed at creating sustainable and resilient institutions.
Andrew Lovett	Chief Executive, Black Country Living Museum Experience in museums, leisure, arts, heritage and protected landscape sectors. Member of National Museums Directors Council and the Association of Independent Museums Council. Also co-founder of Museums and Resilient Leadership Programme, led by Black Country Living Museum and designed to help those working in the cultural sector build resilient organisations for the 21st Century.
Marilyn Scott	Director, The Lightbox Director, UK Gallery and Museum The Lightbox, opened in 2007. Career in museums: national, regional and local museums and the National Trust. Set up Museums MA programme at University of Greenwich. Consultant on a number of new museum developments. Strengths: fundraising, governance and business planning. AIM Council member and Trustee of a number of museums and heritage organisations.
Dr Matthew Tanner MBE	Director, SS Great Britain Worked in heritage sector for 25 years. Formerly for Scottish Fisheries Museum and National Museums Liverpool. Appointed Director & Chief Executive of the ss <i>Great Britain Trust</i> in 2000. In 2010, led project to create new Brunel Institute learning and archive centre in Bristol, incorporating the National Brunel Archive. Vice Chairman of AIM, Trustee of Black Country Living Museum Ltd., sit on regional board of Arts Council England, advise on many other museum projects. Non-Executive Director of Destination Bristol Ltd and member of Bristol Chamber of Commerce and Initiative. Chairs Bristol Harbourside Forum, and Vice President of Underfall Trust. Awarded Doctor of Laws Honorary Degree from University of Bristol in July 2015 in recognition of work to turn ss Great Britain into one of the region's finest landmarks.

Robert Turner	Director, Eura Founding director of Eura Conservation Ltd. Member of Icon, Institute of Conservation; International Institute of Conservation; Museums Association; RICS, Royal Institute of Chartered Surveyors; Historic Metallurgy Society and International Committee for the Conservation of Industrial Heritage. Accredited conservator, accreditation assessor for Icon and screening panel member for the BEKO Award for Conservation in the Community. Eura's internal mentor for two pilot programmes for Icon's Conservation Technician Qualification Scheme. Was ss Great Britain's conservation consultant for production of Vol 2 of Conservation Management Plan. With Director of ss Great Britain Trust, developed the concept of the "glass sea". Eura was runner up for the Pilgrim Trust Conservation Award for this project
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> • First meeting held 3 February 2017 • Terms of Reference • Professional network support for museums • Museum Development and Investment Options Report • Collections review • Accreditation submission to Arts Council England (April 2017)
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Not applicable

NATIONAL ANGLING ADVISORY GROUP – MAY 2017

NAME OF THE GROUP	NATIONAL ANGLING
CRT LEAD MANAGER	Caroline Killeavy, Head of Community Engagement/John Ellis National Fisheries & Angling Manager
CHAired BY	Professor Emeritus Ian Trayer
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Ian Trayer	An angler for more than sixty years, Ian is a retired professor of biochemistry. Now volunteer Fisheries Officer for the Bittell Reservoir SSSI complex, Ian has a specific interest in water quality, genetics and aquatic ecosystem management.
David Kent	Board member of The Angling Trust. Chairman of The Angling Trust Freshwater Group. David has volunteered in numerous capacities in fisheries and angling for over 40 years. David is also a Canal & River Trust Council member
Kye Jerrom	A fisheries technical specialist with the Environment Agency Anglian Region (Cambridgeshire & Bedfordshire), Kye is lead for fisheries ecology, legislation, fisheries management and angling along with angling participation and Voluntary Bailiffing Service. Kye is also a Division One national angler.
Tony Campbell	A health and safety professional now based at Moston Fields Primary School, Tony formally volunteered to run the school angling club at his previous employers, Smithills School in Bolton. Additionally, Tony is the northern coarse fishing coach educator for The Angling Trust and was actively involved in the Trust's 2016 Go Fish Campaign
John Castle	For many years, John has served on various angling club committees, currently Kings Langley Angling Society. He remains an active angling coach, working with young people in Hertfordshire and North London
Peter Fieldhouse	A volunteer director of the Professional Anglers Association with close links to National Fishing Month. Peter remains an active deliverer of angling coaching activity throughout the Midlands and was actively involved in the Trust's 2016 Go Fish campaign
John Johnson	For many years, a committee member of Notts AA, John is a canal-based match angler, focusing on the Midlands canals. In 2017, John has volunteered to run a heat of the Canal Pairs Championships on the Trent & Mersey Canal
Dick Pilkinton	Secretary of Tring Anglers, GUSAC and a South East Partnership Board member, Dick remains an active angling coach and was actively involved in the Trust's 2016 Go Fish campaign.
John Sutton	Recently retired fisheries scientist having spent over 30 years in the fisheries sector with the Environment Agency and its predecessors. John is also involved in wildlife photography and film making
Andy Strickland	A retired chartered accountant, Andy is now the general secretary of Prince Albert Angling Society, the largest angling club in the UK. He manages a portfolio of over 200 fisheries including over 40 that are owned outright and more than 20 SSSI's

<p>TOPICS CONSIDERED IN THE LAST 12 MONTHS</p>	<p>This is a summary of topics discussed in the March 2017 meeting:</p> <ul style="list-style-type: none"> • Developing fisheries & angling team volunteering opportunities • Go Fish 2017 plans and exploring opportunities to expand the programme using the existing angling club customer base • Fisheries & angling heritage and working with our museums. Exploring potential opportunities for the Trust • Boat Moorings, issues and potential opportunities for ensuring angling access is made available <p>This is a summary of key issues discussed at the November 2016 meeting.</p> <ul style="list-style-type: none"> • Addressing the needs of angling customers as part of the Share the Space campaign • The reported illegal introduction of zander in the Trent & Mersey at Stone and Stoke on Trent • Review of the 2016 Go Fish campaign and advising in the 2017 programme and future opportunities • Input into the proposed new fisheries component of the Trust short form Environmental Appraisal • Advice on the content of the Trust in house fish and fish rescue training module <p>This is a summary of key issues discussed at the July 2016 meeting</p> <ul style="list-style-type: none"> • Input to the standard angling agreement document review regarding the matters of safeguarding and events registration. • The need for an on-line option for the purchase of Waterway Wanderers permits • The roll out of Waterway Fisheries & Angling Action plans and associated steering groups • Non-native fish species and the Trust's KIFR permits • Winer moorings and the implications and opportunities for angling club customers
<p>KEY ISSUES ARISING OVER THE LAST 12 MONTHS</p>	<p>Not applicable</p>



NAVIGATION ADVISORY GROUP (OPERATIONS) – MAY 2017

NAME OF THE GROUP	NAVIGATION ADVISORY GROUP (OPERATIONS)
CRT LEAD MANAGER	Tony Stammers
CHAired BY	Mike Carter
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Mike Carter, Chair	Boat safety scheme examiner and boat surveyor, member of CBOA
John Baylis	Private Boater, Cromford Canal Society
Malcolm Blundell	Private Boater
Sue Cawson	Private Boater, Navigation officer HNBC
Kevin East	Access Officer, British Canoeing
David Fletcher	Private Boater & Boat Safety Scheme Technical Committee Chair
David Gibson	Observer, Ramblers Association
Ian Harrison	Private Boater. Stepped down from group November 2016
Nigel Stevens	Proprietor Shire Cruisers
Vaughan Welch	Elected Private Boater representative on CRT Council
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<p>Services/Facilities – Ian Harrison, supporting the Customer Services review. NAG content with progress and has offered some ideas on how to encourage correct recycling behaviour.</p> <p>Vegetation management – NAG members have provided support to the Trust on development of the specifications and priorities for vegetation management.</p> <p>Dredging – NAG members have provided support to the Trust on development of the specifications and priorities for dredging.</p> <p>Spindles and Pawls – NAG members provided excellent support to the project team to find suitable solutions to issues raised.</p> <p>Strong Stream Warning systems – updated NAG on progress with SSW approaches. Received NAG input on priority sites for action.</p> <p>Waterway dimensions – NAG members have provided support to the Trust on updating and checking the accuracy of the waterway dimensions published on the website</p>
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<p>Spindles and Pawls – advising caution on the pawl modification programme proposed by the Trust. Moratorium applied until agreed and defensible way forward identified. NAG have been very supportive and assisted in the project development. Instrumental in producing a boater education video on the safe use of paddle gear.</p> <p>Stoppage planning – NAG playing a support role in the planning of stoppage. Input on timing and alternative routing to ensure impact of this essential work on network availability in minimised</p>

NAVIGATION ADVISORY GROUP (LICENSING & MOORINGS) – MAY 2017

NAME OF THE GROUP	NAVIGATION ADVISORY GROUP (LICENSING & MOORINGS)
CRT LEAD MANAGER	Mike Grimes (NAG L&M facilitated by Matthew Symonds)
CHAired BY	Mike Annan
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Mike Annan, Chair	Currently chairman of the Buckingham Canal Society.
Paul Le Blique	A professional engineer and narrow boater of many years. Currently responsible for Navigation Authority Liaison for the Association of Waterway Cruising Clubs (AWCC), formerly Chair AWCC.
Beryl McDowall	An officer of the Residential Boat Owners' Association (RBOA) since 1999. Owns small-scale mooring site on River Soar as well as leading a small CRT volunteer group.
Timothy Parker	Former chairman of Association of Pleasure Craft Operators (APCO). Retired recently from Black Prince Holidays Ltd – a major hire fleet – where he was managing director.
Gren Messham	A boat owner for more than 30 years and has previously been involved in waterways restoration. Gren is currently a trustee of the Inland Waterways Association.
Mark Tizard	Vice chair of the National Association of Boat Owners. With over 35 years of boating experience, Mark currently spends three to four months a year cruising away from his home mooring.
Alison Tuck	A live aboard boater for 11 years, has been a continuous cruiser and now runs a business from her boats. A former chair of the Roving Canal Traders' Association, Alison was one of the Trust's first volunteer lock keepers and leads an adoption group in Birmingham
Diane Warner	On the board of directors of DBA The Barge Association, Diane has regularly volunteered with the Trust and the WRG, and administers two waterways-related Facebook groups.
Dave Williams	A liveaboard boater who has extensive experience as a finance director and currently runs an internet payroll bureau.
Lee Wilshire	A member of London's Better Relationships Group and is working on a number of projects on the canal network, from affordable moorings to a recycling barge. Lee, who is a planner and urban designer, lives on his boat.
Samantha Worrall	Lives on her boat on the Kennet & Avon Canal and works for Julian House, a charity offering direct support to the socially excluded, as gypsy, traveller and boater outreach and engagement officer.
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> • London Mooring Strategy (LMS) – scope of strategy (Feb 16) • Boat Owners Views survey – review and streamlining (Feb 16) • Short-stay mooring framework – process for gathering evidence to support any changes (Feb 16) • Review of 2015/16 winter moorings (Feb 16) • Boat Owners Views – findings (Jun 16) • National Boat Count and License evasion (Jun 16) • LMS – pre-bookable moorings (Jun 16) • Media coverage and communications re boating (Jun 16) • Winter mooring proposals 2016/17 (Jun 16) • Boat Licence Customer Support (BLCS) – review of communications (Oct 16) • Peer to Peer (unauthorised renting of boats) (Oct 16) • Licence Review/2017 Licence fee increase (Oct 16) • Boat Owners Views – next steps (addressing issues identified in the 2016 survey findings) (Oct 16) • Winter Moorings 2016/17 – update (Oct 16)

	<ul style="list-style-type: none"> • LMS – update (Oct 16) • Trust branding and marketing approach (Feb 17) • LMS – Olympic Park waterways management (Feb 17) • Trust Equalities approach (Feb 17)
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Winter Moorings – the management of and restrictions on boaters on restricted licences, or new cc boaters not meeting the Trust’s guidance from being able to purchase WM permits • Communication style and approach to support the new BLCS team • Ongoing discussion about the monitoring of CC boat movement and the consistent implementation of the new process (including restricted licences) • License Review – the NAG has been keen to see this happen, although there is no agreement within the group as to what the review should result in
KEY ISSUES COMING UP OVER THE NEXT 12 MONTHS	<ul style="list-style-type: none"> • Winter mooring proposals (National) for 2017/18 (due Jun 17) • Revised Online Mooring Policy (due Jun 17) • Example cruising patterns for boaters with children in school/ Trust Equality Policy (due Jun 17) • Review of short-stay mooring framework – expected to be required as a result of the revised Online Mooring policy (probably Oct 17) • London Mooring Strategy (final strategy and implementation plan) (due Oct 17) • License Review proposals (expected Oct 17) • Continuation of the CC process (potentially resulting in the removal of non-compliant boats) (tbc) • Trust approach to smoke and pollution from boats and growing focus from government on air pollution (tbc) • Potential issues – implementation of water extraction legislation and any potential impact on maintaining water levels for navigation. (tbc) • Trust response to the proposed transfer of EA navigations (tbc)

VOLUNTEERING ADVISORY GROUP – MAY 2017

NAME OF THE GROUP	VOLUNTEERING
LEAD MANAGER	Caroline Killeavy, Head of Community Engagement & Ed Moss, National Volunteering Manager
CHAired BY	We are currently approaching existing member Gennie Dearman to invite her to chair the group.
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Mike Elliott	Operations Director at the Cats Protection League (previously National Trust Volunteering & Community Involvement Manager)
Gennie Dearman	Chief Operations Officer at the Engineering & Development Trust
Dominic Higgins	The Conservation Volunteers. Dominic leads on Policy for The Conservation Volunteers (TCV). Prior to joining, he worked for the Department for Education and Skills, providing strategic support to their flagship youth volunteering programme, 'Millennium Volunteers'
Alex Nicholson-Evans	Volunteering Development Team Leader at the Birmingham Museums Trust
Mike Palmer	Inland Waterways Association Trustee and Waterway Recovery Group Chairman
Jon Stopp	Member of the Manchester & Pennine Waterways Partnership, Lead Volunteer
Dame Hilary Blume	Director of the Charities Advisory Trust
Rebecca Stewart	Until recently Head of Volunteering at Age UK
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Roles and responsibilities – Volunteering Development Co-ordinators, Development and Engagement Managers and Customer Operations Supervisors work together in the local Waterway teams. Their roles regarding volunteering is becoming more confused. The group gave advice based on these roles could be approached • The professionalising the Volunteering Development Co-ordinator role – this role is not always seen as a professional discipline and it is crucial to the Trust's growth that we develop and maintain a strong skill set in this area. • Volunteer Journey Action Plan – extensive work has continued to hone down the research into a series of actions for the next 4 years. The group discussed the priorities • Volunteer ID cards
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Clarifying the role of the group to add greater value to the Trust's volunteering development • Maryanne Burton (previously Head of Volunteering at British Red Cross) has stood down following her retirement • Securing a new Chair has proved difficult

YOUTH ENGAGEMENT ADVISORY GROUP – MAY 2017

NAME OF THE GROUP	YOUTH ENGAGEMENT ADVISORY GROUP
CRT LEAD MANAGER	Caroline Killeavy, Head of Community Engagement & Ani Sutton, Interim National Youth Engagement Manager
CHAired BY	Chloe Donovan
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Chloe Donovan Chair	Trustee of Step-up-to-Serve, previously worked at National Council Voluntary Youth Services. She has been active in Youth Participation since the age of 12 having been a member of various forums on a local or national level, a member of the Connexions Youth Council and serving two terms as the Member of the UK Youth Parliament. Chloe is a Canal & River Trust Co-opted member of Council
Jamie Agombar	Head of Sustainability at National Union of Students (NUS)
Jon Boagey	Operations Director and Deputy Chief Executive at the National Youth Agency
Danny Brennan	East Midlands Partnership Chair. Danny has worked at Executive Director level on regeneration, planning, transport, environment and community development in English public service for the past decade, in the East Midlands, South Yorkshire, Norfolk and, presently, the North West. Currently mentors Chloe Donovan
Liam Burns	Head of Policy and Strategy, The Scout Association
Fiona Ellison	Campaign Manager for Step-up-to-Serve but currently seconded to the Big Lottery
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Review of Work Experience & Proposals (HR speaker) • Advice given on the roll-out of the safeguarding training for staff members • Advice on the inclusion of young people on advisory group (the Chair's role and how this should be structured) • Youth engagement presentation to Council members • Recording and monitoring of youth engagement activities to meet the 2025 aspiration of 1 million young people • Trust's Youth Engagement Framework & recommendations/ themes • Relevant funding opportunities within both the youth sector and the heritage sector • Youth Mentorship Scheme for senior team/Exec
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Recruitment of new Chair – we are introducing a mentoring scheme for new Chairs, with a year handover with the outgoing Chair to support the young person involved • Members have consistently supported behind the scenes by alerting us to funding opportunities, introducing us to new forums and partnerships and offering promotional advice through their own networks