

Minutes of a meeting of the Board of Trustees (the Trustees) of Canal & River Trust (the Trust) held on Thursday 23 May 2019 at the Apex City of Bath Hotel, James Street West, Bath BA1 2DA at 8.00a.m

**Present**

Allan Leighton, Chair  
Dame Jenny Abramsky, Trustee and Deputy Chair  
Nigel Annett CBE, Trustee  
Ben Gordon, Trustee  
Sir Chris Kelly, Trustee  
Jennie Price CBE, Trustee  
Tim Reeve, Trustee  
Sarah Whitney, Trustee

**Apologies**

Janet Hogben, Trustee  
Sue Wilkinson, Trustee

**In attendance**

Richard Parry, Chief Executive  
Julie Sharman, Chief Operating Officer  
Stuart Mills, Chief Investment Officer  
Sandra Kelly, Finance Director  
Heather Clarke, Strategy, Engagement and Impact Director  
Simon Bamford, Asset Improvement Director  
Tom Deards, Company Secretary (minute taker)

19/028 **APOLOGIES**

Apologies were received as noted above.

**CHAIR'S WELCOME AND REMARKS**

The Chair welcomed all attendees to the meeting.

The Chair reported that notice of the meeting had been given to all Trustees entitled to receive it and that a quorum was present.

Overall, Trustees were complimentary about the visit and wished to pass thanks to Richard Thomas (Trust Regional Director for Wales and the South West) and his team for an informative and interesting afternoon, which gave the Board a sense of real issues facing the Trust.

19/029 **REGISTER OF INTERESTS AND DECLARATION OF INTERESTS IN ANY MATTER ON THE AGENDA**

The attendees declared interests and set out in **Information Report Trust409**. No further declarations of interest were made.

19/030 **MINUTES AND SCHEDULE OF ACTIONS**

The minutes of the Board of Trustees meeting held Meetings held on 21 March 2019 was approved.

**Summary of actions** arising from Board Meetings

All matters arising were in hand or on the agenda.

19/031 **HEALTH & SAFETY SUMMARY [TRUST410]**

JS talked through the report **Trust410** which gave the Board a headline summary of notable safety incidents and issues.

19/032 **ANNUAL HEALTH & SAFETY REPORT [TRUST411]**

JS presented the report **Trust 411** which provided the Board with a review of Health and Safety of visitors, employees, volunteers and contractors for the period 1st April 2018 to 31st March 2019. JS added that the report also provides an annual review of safeguarding and an update on the Health & Safety key performance indicators.

19/033 **USER TO SUPPORTER STRATEGY & CAMPAIGNS [TRUST412]**

HC gave a presentation to accompany report **Trust412** which provides the Board with the proposed route map for achieving a significant step change in growing our supporter base in order to achieve our 2021/22 targets and 2025 ambitions – and secure the influence and reach we need to secure the Trust's long-term future.

19/034 **'LIFE'S BETTER WITHOUT LITTER': CAMPAIGN AND DELIVERY PLAN [TRUST413]**

HC gave a further presentation to accompany her report **Trust413** which outlined the litter challenge faced by the Trust – a key part of the 'Beauty on the Doorstep' Improvement programme - and an overview of the proposed campaign.

19/035 **KEY PERFORMANCE MEASURES [TRUST414]**

RP presented the report **Trust414**.

19/036 **MUSEUM UPDATE [TRUST415]**

SM gave a **presentation** to accompany his report **Trust415**

19/037 **GOVERNANCE MATTERS FOR APPROVAL [TRUST416]**

TD presented the report **Trust416** which sets out the governance matters which require a decision or noting by the Board.

The Board:

- Agreed the reduction in the level of Board contract approval in paragraph 17f of the Scheme of Delegation to £2m
- Ratified the appointments and renewals/extensions for members of the Regional Advisory Boards
- Appointed Mike Goodie as a Director of The Waterways Trust
- Noted the **GDPR Update**
- Noted the scores and comments arising from the Annual Board Review

19/038 **FORWARD PLAN [TRUST417]**

The Trustees noted the **Forward Plan** which sets out the forthcoming business to be considered at future board meetings.

19/039 **CHIEF EXECUTIVE'S REPORT [TRUST418]**

The Board noted the Chief Executive's **Information Report Trust418** and the appendices which had been prepared by the Executive Directors.

Matters discussed in relation to the Chief Executive's report included

In relation to **Appendix 3, Health & Safety Report**, JS had nothing further to add given the earlier discussion.

In relation to **Appendix 4: Operations Report** JS highlighted various items in her report including

- Likely summer closures due to water resource issues arising from recent dry weather and the summer forecast. JS confirmed that the Trust was looking at climate change adaptation measures, particularly to mitigate impacts on the Leeds & Liverpool Canal giving greater priority to water resource projects where possible. JS also noted that the Trust was likely to be under greater scrutiny in respect of leakage from its waterways in these circumstances.
- The Trust had received approval from the Environment Agency for its first licence under the Water Act 2003
- Fencing around Tib Lock in central Manchester was now in place, following commitments made in the light of the RoSPA report.
- Regional customer enquiry tool is live in all Regions
- Pre-bookable moorings had now been expanded in London
- Toilets had been renovated at Stoke Bruerne
- The Trust had reached agreement with HS2 over Phase 2a without needing to appear at the Select Committee
- The number of reasonable adjustments for continuous cruisers made by the Trust under the Equality Act 2010 was still increasing
- New framework for volunteer workwear was being implemented, with an option for volunteers to buy their own additional workwear from the Trust where they were willing to do so
- Update on the development of the Leeds Inland Port at Stourton, which was now being taken forward by Sean McGinley (Trust Regional Director for the East Midlands).

Trustees asked for a Board presentation on the Trust's enterprise funding approach, with particular emphasis on UK Shared Prosperity Fund (successor to EU Structural Funds), given our strong track record. TD

JS confirmed that Adnan Saif (Trust Regional Director for the West Midlands) would like to host the November Board Meeting, to present the Trust approach to the 2022 Commonwealth Games in Birmingham – following the usual Council and Board Meetings also in Birmingham in September, which the Board were happy to agree. JS/HC  
TD

In relation to **Appendix 5: Asset Improvement Report** SB highlighted

- The works to re-open Gloucester Lock 2 as an example of great teamwork
- Sudden failure of the stop plank dam at Saltersford Lock on the River Weaver as a major cause for concern
- Imminent re-opening of Lock 11 on the Marple Flight

SB confirmed his intention to hold a day-long workshop to look at the Gloucester Lock 2 and Saltersford Lock works in parallel, in order to then draw comparisons.

The Board agreed that a letter from the Chair would be a good way of thanking Trust people for exceptional efforts made, such as the Gloucester Lock 2 team. SB to action. SB

In relation to **Appendix 6: Investment and Commercial Report** SM highlighted a number of issues.

The Board noted **Appendix 7: People Report**

In relation to **Appendix 8: Strategy, Engagement and Impact Report** HC highlighted

- Good relationships being built between Strategy, Engagement and Impact Directorate and regional teams
- The appointment of a new Waterway Engagement Monitor supplier, DJS Research
- Confirmation from Government to take forward the Listed Building Consent Order
- Work with DEFRA and the Department for Transport over Clean Air Strategy
- Discussion over joint publication with TCPA in respect of lack of distinctiveness in waterside modular housing
- Street Art Competition in Sheffield

It was noted that the Trust had been cited as a good example of youth engagement at the recent Step Up to Serve meeting at St James's Palace. It was agreed that the Trust's continued presence at the forefront of youth engagement was vital, particularly in the context of the Government's soon-to-be published "Youth Charter".

19/040 **FINANCE DIRECTOR'S REPORT [TRUST419]**

SK presented her confidential **Information Report Trust419** which was noted.

19/041 **BOARD COMMITTEE MINUTES**

The **minutes** of the Investment Committee Meeting held on 25 April 2019 was noted.

19/042 **Close**

Date of the next meeting – • Thursday 18 July 2019 (Yorkshire & North East Sheffield)

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

Chairman

## GOVERNANCE MATTERS FOR APPROVAL

Tom Deards, Head of Legal & Governance Services

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### 1. PURPOSE

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

### 2. RECOMMENDATIONS

- 2.1 Trustees are invited to:

2.1.1 Approve the amended Scheme of Delegation to lower the limit of Board contract approval to £2 million **redacted**

**2.1.2 Redacted**

2.1.3 Ratify the appointments and renewals/extensions for Members of the Regional Advisory Boards

2.1.4 Appoint Mike Goodie as a Director of The Waterways Trust

2.1.5 Note the GDPR update

2.1.6 Note the scores and comments arising out of the Annual Board Review

### 3. AMENDMENT OF THE SCHEME OF DELEGATION

- 3.1 Following discussion with Trustees, it is proposed that the current level of contract award in paragraph 17f of the Trust's Scheme of Delegation reserved to the Board of £10 million (based on the anticipated level of spend of the full term of the proposed arrangement, including any option to extend) is reduced to £2 million.

- 3.2 The Board is asked to approve the amended Scheme of Delegation (included at **Appendix 1**) to bring this reduction of the level of Board approval into effect.

- 3.3 A table showing the contracts due for renewal before the end of the financial year which are anticipated to come within the new reserved limit of £2 million is included as **Appendix 2**.

**3.4 Redacted**

**3.5 Redacted**

**3.6 Redacted**

#### **4. REDACTED**

#### **5. REGIONAL ADVISORY BOARDS**

5.1 London & South East is now advertising for new members alongside East Midlands, West Midlands and Yorkshire & North East.

5.2 A full list of Regional Advisory Board Members and their terms of office is included as Appendix 3.

#### **5.3 New Member Appointments and Renewals**

##### **5.3.1 London & South East**

**Matthew Hunt, 2<sup>nd</sup> term - 3 years, 13 June 2019 to 13 June 2022**

Redacted

##### **5.3.2 South West**

**Tamsin Phipps, 2<sup>nd</sup> term - 3 years, 30 April 2019 to 30 April 2022 (following 1<sup>st</sup> term on Kennet & Avon Waterway Partnership)**

Redacted

##### **5.3.3 West Midlands**

**Dr Helen Paterson, 2<sup>nd</sup> term – 3 years, 30 April 2019 to 30 April 2022 (following 1<sup>st</sup> term on North West & Borders Waterways Partnership and Bwrdd Glandŵr Cymru)**

Redacted

#### **6. APPOINTMENT OF DIRECTOR OF THE WATERWAYS TRUST**

6.1 Following the appointment of two Directors of The Waterways Trust at the March Board meeting (to bring the total number of Directors to three), a further Director appointment is needed to bring the number of Directors up to the minimum level of four, as specified in the Articles of Association of The Waterways Trust.

6.2 The Board is asked to approve the appointment of Mike Gooddie (Trust People Director) as Director of The Waterways Trust

#### **7. GDPR UPDATE**

7.1 A number of key steps towards GDPR compliance have concluded since the last update to the Board in January.

7.2 Redacted

7.3 Redacted

7.4 Redacted

7.5 Redacted

7.6 Redacted

7.7 Redacted

## 8. BOARD ANNUAL REVIEW

8.1 A copy of the average scores and (non-attributed) verbatim comments from the Board Annual Review questionnaire is included as [Appendix 7](#).

8.2 Trustees met in March (minus the Chair) to discuss these results and Board performance and effectiveness more generally.

8.3 Redacted.

**Canal & River Trust**  
**Appendix to Governance Board Report 23 May 2019**  
**Regional Advisory Board Membership**

| Key Name   | Term  | Firstname                | Keyname            | Start Date     | End Date    |
|--|---|--------------------------|--------------------|----------------|-------------|
| <b>Regional Advisory Board - East Midlands</b>           | <b>1st Term</b>   | Anil                     | <b>Majithia</b>    | 04-Jun-2018    | 30-Jun-2021 |
|  |   | Jane                     | <b>Stubbs</b>      | 21-Mar-2019    | 31-Mar-2022 |
|  |   | Ahtesham                 | <b>Mahmood</b>     | 30-Nov-2018    | 30-Nov-2021 |
|  | <b>2nd Term</b>   | Kathryn                  | <b>Dodington</b>   | 02-Sep-2017    | 02-Sep-2020 |
|  |   | Shirley                  | <b>Rogers</b>      | 30-Apr-2019    | 30-Apr-2022 |
|  |   | <b>1st Term Extended</b> | Tim                | <b>Carter</b>  | 09-Dec-2015 |
| <b>Regional Advisory Board - London &amp; South East</b> | <b>1st Term</b>   | Emma                     | <b>Waslin</b>      | 15-Mar-2017    | 15-Mar-2020 |
|  |   | Jenny                    | <b>Ballinger</b>   | 19-Sep-2016    | 19-Sep-2019 |
|  |   | William                  | <b>Atkinson</b>    | 04-Jun-2018    | 30-Jun-2021 |
|  | <b>1st Term Extended</b>                                    | Dermot                   | <b>O'Brien</b>     | 21-Jan-2016    | 30-Jan-2020 |
|  |   | Dominic                  | <b>Pinto</b>       | 18-Nov-2015    | 30-Nov-2019 |
|  |   | Matthew                  | <b>Hunt</b>        | 13-Jun-2019    | 30-Jun-2020 |
|  | <b>3rd Term</b>   | Dick                     | <b>Pilkinton</b>   | 30-Apr-2019    | 30-Apr-2022 |
|  |   | Jim                      | <b>Crooks</b>      | 30-Apr-2019    | 30-Apr-2022 |
|  |   | <b>1st Term</b>          | Gerry              | <b>Proctor</b> | 05-May-2017 |
| <b>Regional Advisory Board - North West</b>              | <b>1st Term</b>   | John                     | <b>Hatton</b>      | 04-Jun-2018    | 29-Mar-2020 |
|  |   | Nicholas                 | <b>Mead</b>        | 14-Nov-2017    | 14-Nov-2020 |
|  |   | Peter                    | <b>Jordan</b>      | 14-Nov-2017    | 14-Nov-2020 |
|  | <b>3rd Term</b>   |                          | <b>Rowlinson</b>   | 04-Jun-2018    | 14-Nov-2019 |
|  |   | Audrey                   | <b>Smith</b>       | 14-Nov-2017    | 14-Nov-2020 |
|  |   | Keith                    | <b>Sexton</b>      | 30-Apr-2019    | 30-Apr-2020 |
|  |   | Tayo                     | <b>Adebowale</b>   | 30-Apr-2019    | 30-Apr-2022 |
|  |   | Iain                     | <b>Taylor</b>      | 04-Jun-2018    | 30-Apr-2022 |
|  | <b>Regional Advisory Board - South West</b>                 | <b>1st Term</b>          | Tamsin             | <b>Phipps</b>  | 30-Apr-2019 |
| <b>2nd Term</b>  |   | David                    | <b>Hagg</b>        | 04-Jun-2018    | 31-Mar-2021 |
|  |   | Ken                      | <b>Oliver</b>      | 24-Jan-2017    | 24-Jan-2020 |
| <b>3rd Term</b>  |   | Edward                   | <b>Helps</b>       | 30-Apr-2019    | 30-Apr-2022 |
|  |   | Lois                     | <b>Francis</b>     | 30-Apr-2019    | 30-Apr-2022 |
|  |   | Robert                   | <b>Moreland</b>    | 30-Apr-2019    | 30-Apr-2021 |
| <b>Regional Advisory Board - West Midlands</b>           | <b>1st Term</b>   | Imran                    | <b>Mirza</b>       | 01-Mar-2018    | 01-Mar-2021 |
|  |   | John                     | <b>McNicholas</b>  | 01-Mar-2018    | 01-Mar-2021 |
|  |   |                          | <b>Hudson</b>      | 11-Sep-2018    | 11-Sep-2021 |
|  |   | Helen                    | <b>Paterson</b>    | 30-Apr-2019    | 30-Apr-2022 |
|  |   | Waseem                   | <b>Zaffar</b>      | 31-Mar-2019    | 31-Mar-2022 |
|  | <b>2nd Term</b>   | Adam C                   | <b>Boyle</b>       | 30-Apr-2019    | 30-Apr-2022 |
|  |   | Ewan                     | <b>Hamnett</b>     | 31-Mar-2019    | 31-Mar-2022 |
|  |   | John                     | <b>Yates</b>       | 30-Apr-2019    | 30-Apr-2022 |
|  |   | Philip                   | <b>Bateman</b>     | 30-Apr-2019    | 30-Apr-2022 |
|  | <b>Regional Advisory Board - Yorkshire &amp; North East</b> | <b>1st Term</b>          | Adrian             | <b>Curtis</b>  | 27-Apr-2017 |
| Caroline   |   |                          | <b>Schwaller</b>   | 30-Jun-2018    | 30-Jun-2021 |
| <b>2nd Term</b>  |   | Caroline                 | <b>Thorogood</b>   | 31-Oct-2018    | 31-Oct-2021 |
|  |   | Richard                  | <b>Atkinson</b>    | 14-Nov-2016    | 14-Nov-2019 |
| <b>3rd Term</b>  |   | Hilary                   | <b>Brooke</b>      | 30-Apr-2019    | 30-Apr-2020 |
|  |   | Robin                    | <b>Stonebridge</b> | 30-Apr-2019    | 30-Apr-2021 |
|  |   | Trevor                   | <b>Roberts</b>     | 30-Apr-2019    | 30-Apr-2022 |

## CHIEF EXECUTIVE'S REPORT

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### 1. INTRODUCTION

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

### 2. INTERNAL MATTERS

- 2.1 The bulk of the appointments to our re-structured Operations / Regional teams have been made, with three external recruits for the vital Regional Operations Manager roles. Around 40 roles in the Regional teams are now out for external recruitment (where the Trust has a shortage of relevant skills and experience), along with key roles in Strategy, Engagement & Impact. Redacted

2.2 Redacted

2.3 Redacted.

### 3. EXTERNAL ENGAGEMENT

3.1 Redacted

### 4. PERFORMANCE

- 4.1 Appendix 2 sets out our performance against the current set of KPIs for the full year. As anticipated at previous meetings, this confirms that our safety measures, visit numbers, brand awareness, unplanned stoppage days lost, Friends numbers, and colleague engagement did not meet target.
- 4.2 More positively, volunteers numbers improved strongly towards the year end (in part to the expected late recording of data) and met target for the sixth year running, showing growth of nearly 10% on 2017/18. Adoptions numbers also improved towards the year end and – though just shy of target – also saw good growth in the year.
- 4.3 We were successful in reaching our diversity targets, and also met targets for customer and volunteer satisfaction, and the number of children reached through our education programme. As described in the Finance Director's report, we also met all financial targets.

### 5. EXECUTIVE REPORTS

- 5.1 The Executive's reports feature as Appendices 3 to 8. Most now include a 'what's gone well, what are we most concerned about' overview.

## Defra Waterway Targets – improving our waterways/assets

|   |       |        |       |    |               |
|---|-------|--------|-------|----|---------------|
| Towpath condition graded C or better (requirement to be above 60% threshold)                    | 80.8% | ≥80.0% | 79.7% | 12 | Sheena Wilson |
| Principal assets grade C or better (requirement to be above 77% threshold)                      | 86.8% | ≥86.5% | 86.6% | 12 | Sheena Wilson |
| Condition of flood management assets graded C or better (requirement to be above 96% threshold) | 99.0% | ≥99.0% | 99.0% | 12 | Sheena Wilson |

## Waterway measures

|  |             |      |      |    |                     |
|--|-------------|------|------|----|---------------------|
| Number of individual visitors to our waterways in typical two-week period (over last 12 months)            | 4.1 m       | 4.5m | 4.3  | 6  | WEM report          |
| Public safety – number of reported incidents due to infrastructure   | 34          | 25   | 30   | 6  | Gateway/Debbie Lumb |
| Combined employee, volunteer and contractor RIDDOR accident frequency rating (accidents per 100,000 hours) | 0.29        | 0.10 | 0.09 | 8  | Gateway/Debbie Lumb |
| Customer satisfaction rating of visitors and towpath users   | 92%         | 90%  | 91%  | 12 | WEM report          |
| Customer satisfaction rating of boaters  | Outstanding | 72%  | 72%  |    | WEM report          |
| № of days of unplanned closures to navigation within our control (individual instances over 48 hours)      | 649         | 450  | 490  | 4  | David Baldacchino   |

## Other measures

|   |         |         |         |    |                 |
|---|---------|---------|---------|----|-----------------|
| % of employees engaged as per employee engagement survey result                       | 65%     | 69%     | 68%     | 4  | Survey          |
| Volunteer satisfaction/recommendation ratings   | 96%     | 95%     | 96%     | 12 | Ed Moss         |
| Number of volunteer hours per annum   | 671,839 | 670,000 | 616,349 | 2  | Ed Moss         |
| People aware of the Trust   | 38%     | 42%     | 36%     |    | WEM report      |
| № of adoptions of our waterways (each adoption scheme roughly equates to 1 mile)      | 254     | 260     | 225     |    | Ed Moss         |
| Diversity - % staff BAME  | 5.6%    | 5.5%    | 5.1%    | 12 | Gwen Jefferson  |
| Diversity - % senior management Female  | 34%     | 25%     | 22%     | 12 | Gwen Jefferson  |
| № of active Friends attracted and retained, regularly donating                        | 28,580  | 30,000  | 24,147  |    | Andrew Sarson   |
| Number of children who have participated in face to face education sessions each year | 92,170  | 85,000  | 81,710  | 12 | Annette Simpson |

## Financial measures

|  |        |        |        |    |                  |
|--|--------|--------|--------|----|------------------|
| Forecast annual total return on our endowment portfolio  | 7.4%   | 5.2%   | 10.6%  | 12 | Quentin Pickford |
| Forecast five year rolling total return from non-property investments  | 7.7%   | 6.6%   | 8.3%   | 12 | Quentin Pickford |
| Forecast non-investment income to grow >CPI plus 1% (on three year rolling basis)  | 7.4%   | 3.3%   | 5.6%   | 12 | Quentin Pickford |
| Forecast support costs share of total cost   | 8.5%   | 8.5%   | 8.8%   | 8  | Ben Fairhall     |
| £ million secured from restricted statutory and voluntary funding, philanthropic and individual giving and contributions in kind | £18.5m | £21.9m | £18.9m | 4  | Quentin Pickford |

|  |
|--|
| Green - on track to achieve full year target   |
| Yellow – risk that full year target may not be achieved                              |
| Red – unlikely that full year target will be achieved/full year will not be achieved |

**Notes**

1 - Visitor numbers target not achieved for the year

2 - Greater number of incidents in the year. Additional information in January Health and Safety Report

3 - Greater number of incidents in the year. Additional information in January Health and Safety Report

4 - The Middlewich breach repairs closures due to vandalism are excluded - these total 265 days until reopening on 21st December 18. Also excluded are 396 days navigation lost during the year due to extended closures arising from drought conditions beyond our control

5 - Public awareness target not achieved for the year

6 - Target narrowly missed but significant increase on prior year. Alongside this there are a further 50 groups giving over 300 hours, now known as Waterway Carers.

8 - Lower acquisition of Friends via the Towpath has resulted in us missing the active Friends target

9 - Fewer Enterprise projects delivered than planned. Voluntary Income also behind target. Impact of both on overall contribution mitigated by lower expenditure

| Key |   |
|-----|---|
|     | Measure stays at red/green/amber (number of months shown in centre) |
|     | Measure moves up to green, having been red/amber                    |
|     | Measure moves down to red, having been amber/green.                 |
| N/A | Measure not due for this reporting period                           |

## APPENDIX 2: HEALTH & SAFETY REPORT

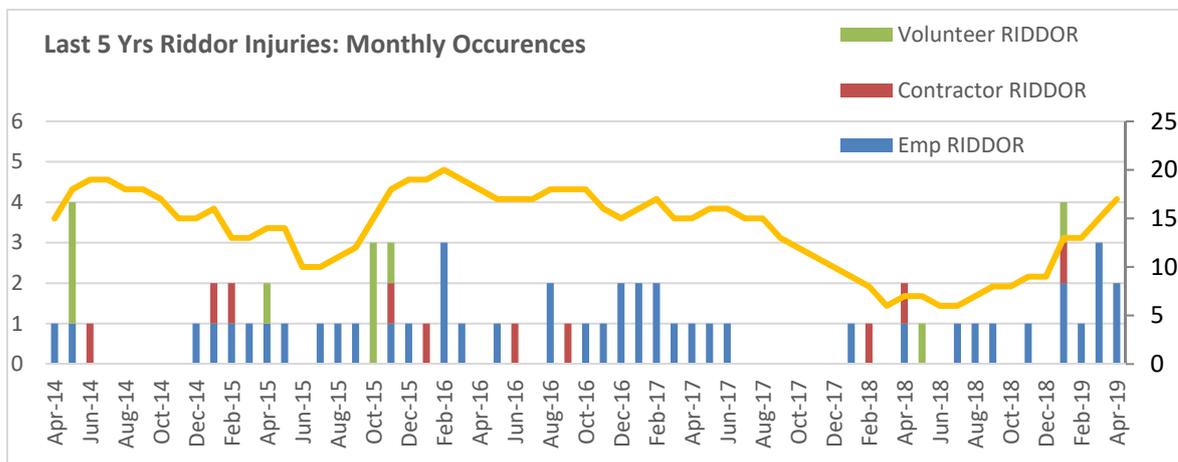
Author: Julie Sharman, Chief Operating Officer

### 1 PURPOSE

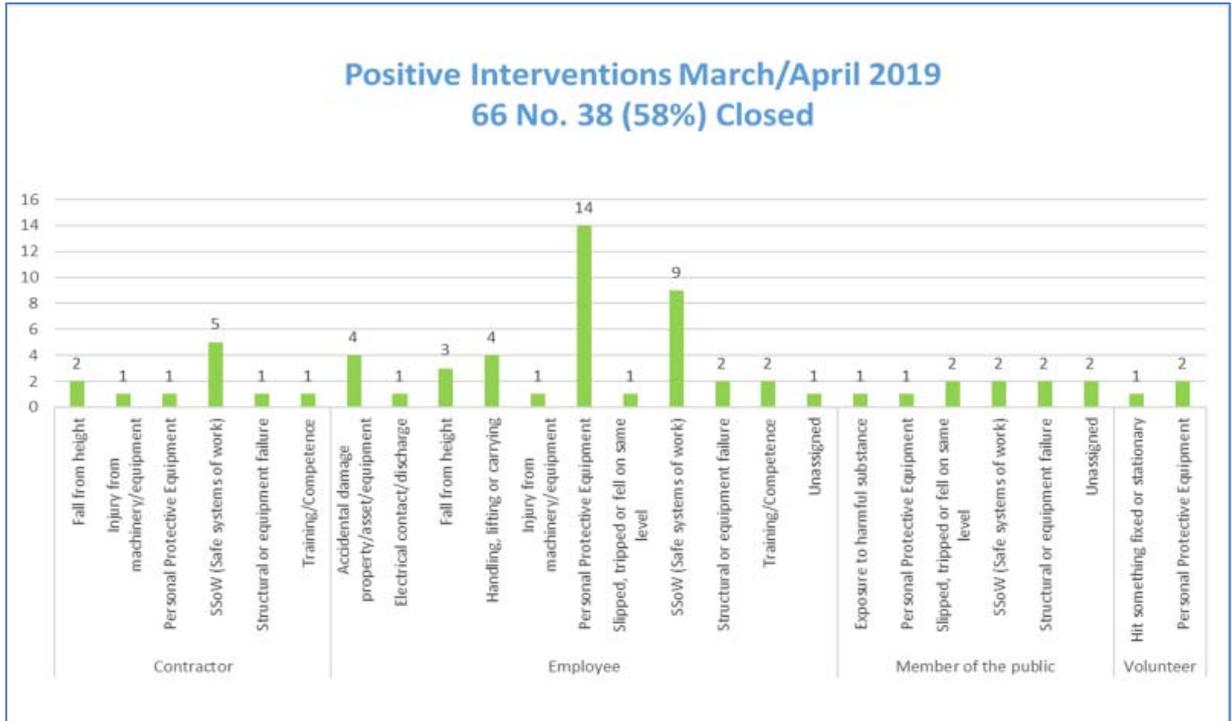
- 1.1 This paper provides a review of Health and Safety for the period March and April 2019 unless stated otherwise. The report covers Visitors, Employees, Volunteers and Contractors.
- 1.2 The end of year summary for 2018/19 is covered in the Annual Health and Safety Report.

### 2 SAFETY REPORTS

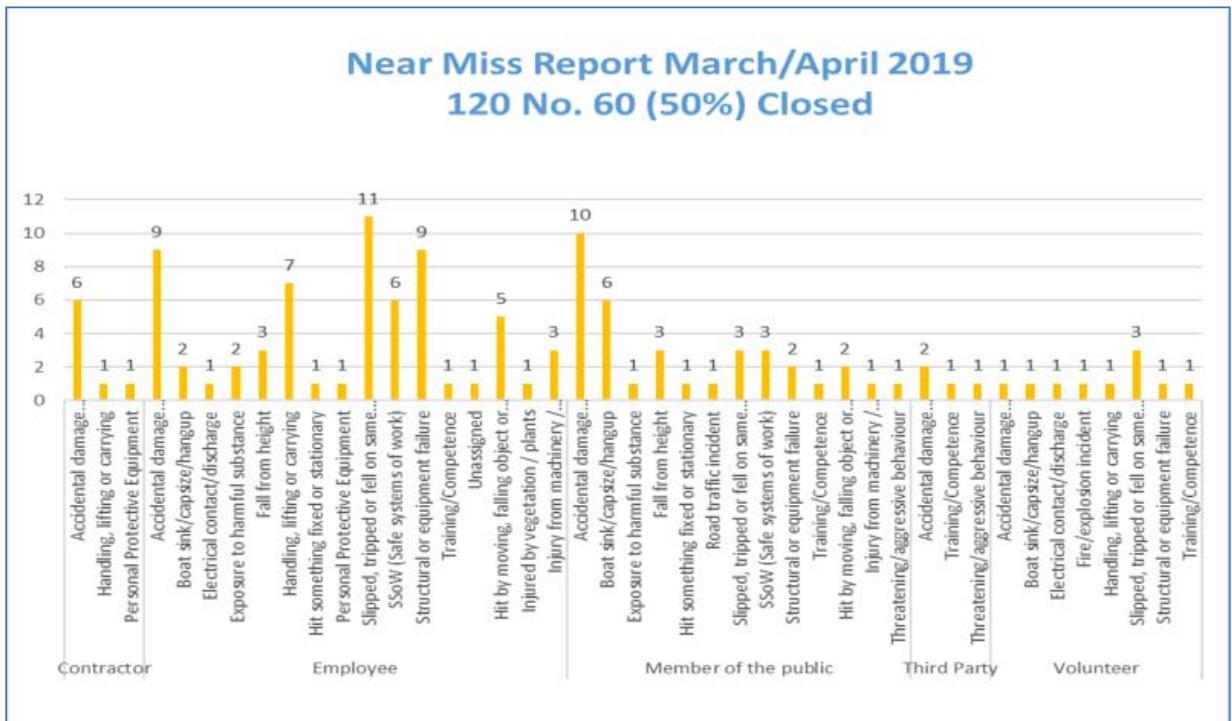
- 2.1 The Trust's overall 12-month RIDDOR accident frequency rate (AFR) at the end of April 2019 is 0.29, up from 0.23 at the end of February. We have had 3 RIDDORS in March and 2 RIDDOR incidents in April.
- 2.2 During March and April there has been a total of 5 fatalities reported on our waterways.
- 2.3 During March and April, we recorded 66 Positive Intervention reports, 120 near miss reports, 100 Loss, Injury or Death reports, and 13 anti-social behaviour reports. The information recorded allows us to review which incident reports have been reviewed and closed by managers.
- 2.4 Trends in reportable injuries over the last 5 years:



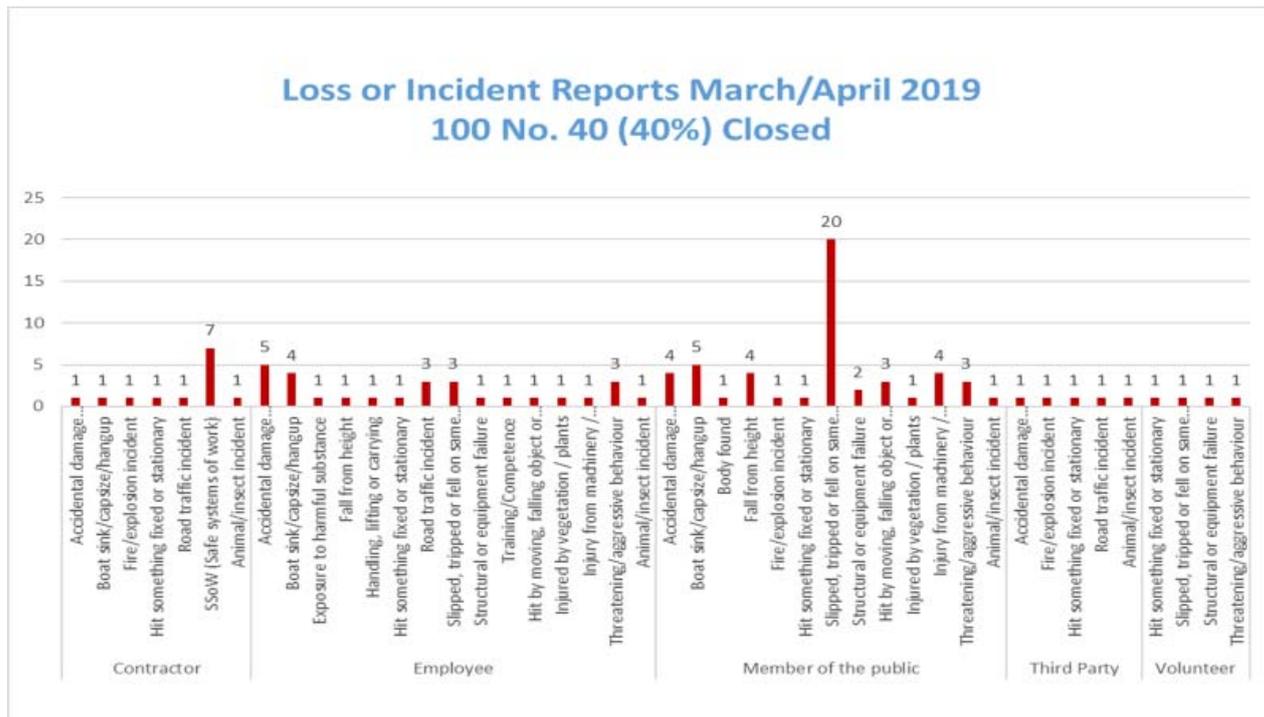
2.5 Positive interventions for March – April



2.6 Near Miss Reports March – April



## 2.7 Incident Reports March – April



## 3 PUBLIC SAFETY

### 3.1 Fatalities

3.1.1 Of the 5 Deaths in the two-month period were in a 4 were in a Canal and 1 in a River.

3.1.2 24.3.09 – the body of a male was recovered from the Leeds & Liverpool Canal near to Bridge 3 in Wigan.

3.1.3 4/4/19 – body of a male in his late 20s found in the T&M Canal, WM – not being treated as suspicious.

3.1.4 23/4/19 – body of a missing male found in Lincomb lock River Severn W&SW – not being treated as suspicious.

3.1.5 23/4/19 – Body of a missing 31 yr old male following an evening out at a canalside pub in Oxford Canal in the WM - not being treated as suspicious.

3.1.6 26/4/19 – Body of a male recovered in the Shropshire Union Canal in Chester in the NW - not being treated as suspicious.

### 3.2 Infrastructure Related Incidents

3.2.1 There were 3 infrastructure related incidents in April: All details have been passed to our insurers.

3.2.1.1 2 Boaters – slip, trip, fell on same level

3.2.1.2 1 Pedestrian - slip, trip, fell on same level

3.2.2 There are an additional 2 incidents where further information is needed – cyclist fell off bike and pedestrian slipping on metal ramp.

3.3 Serious incident - A member of the public has claimed that they have sustained hearing damage while aboard the Anderton Boat lift trip boat due to a sharp noise caused by a sliding roof panel. The incident has been referred to our insurers.

3.4 Inquests

3.4.1 Redacted.

3.4.2 Redacted

3.5 Visitor Risk Assessments (VRAs)

3.5.1 Developing the new VRA process; Of the 22 test sites identified as popular public sites 16 site visits have been completed as of the end of April. This work has been going well and the updated process will be available by the end of May.

3.5.2 In terms of the existing standard and outstanding VRA reports, all asset VRAs have now been completed. Once the new process is finalised all new visitor risk assessments will follow the new standard.

## 4 EMPLOYEES, VOLUNTEER AND CONTRACTORS

4.1 Employees

4.1.1 There have been redacted:

4.1.1.1 Redacted

4.1.2 Following the Occupational Health RIDDOR (HAVS) reported in February, the HSE requested further information which has been provided.

4.1.3 An incident occurred at Saltersford Lock stoppage when overnight the stop planks moved resulting in flooding out of the workspace, there were no injuries. Further details are included in the Asset Investment Board report.

4.2 Volunteers

4.2.1 There has been no reportable injury and no serious incident:

4.3 Contractors

4.3.1 There have been no reportable injuries and redacted:

4.3.1.1 Redacted

4.3.2 Redacted

## 5 HEALTH AND SAFETY IMPROVEMENTS

5.1 Plan Do Check Act (HSE Guidance)

5.1.1 The 2019/20 H&S Project Programme and approach continues to focus on accountability of line managers for the safety of their colleagues.

5.1.2 A key part of the programme is a year-long back to basics communication campaign. This commenced with a safety-focused "The Source" and will include overt messaging such as posters & regular internal communications via the To Do List and covert messaging such as time limited safety messages on IT devices and decals on mirrors.

5.1.3 Following the call for new H&S Reps within the Source, 10 new colleagues will be attending training in July.

- 5.1.4 The new Regional Health and Safety Committee structure under the leadership of the Regional Directors is now live with many first meetings being held. The national committee had its first site visit on a Kier stoppage which was received well.
- 5.1.5 24 back to basics safety workshops will commence on Monday 13<sup>th</sup> May. These sessions are being led by People Champions and local Health & Safety Reps and will focus on why colleagues believe our safety performance is low. The results will feed into an externally led culture audit and Debbie Lumb is currently agreeing the scope, timescales and costs with one potential supplier Tribe, a specialist associated with the British Safety Council.
- 5.1.6 The leaflet 'Managing Health & Safety – A Guide' has been updated. Standards currently being reviewed and updated include Incident Investigation and Public Risk Management.
- 5.1.7 In March a dedicated Data Analyst join the central H&S Team (on an agency basis until the wider consultation process is completed). Because of their expertise, the data quality of our reports and management information is improving
- 5.1.8 A scoping brief for the Ports and Harbours audit of the 4 ports has been agreed with the contractor and is now gaining internal approval.
- 5.1.9 The museums will be audited again in the summer to review improvements made.

## 6 OVERALL HEALTH AND SAFETY PERFORMANCE (AFR) – TARGET 0.15

| TRUST People         | 12 month rolling AFR |
|----------------------|----------------------|
| Employees            | 0.35                 |
| Volunteers           | 0.17                 |
| Contractors          | 0.16                 |
| <b>Trust Overall</b> | <b>0.29</b>          |

## APPENDIX 4: OPERATIONS REPORT

Julie Sharman - Chief Operating Officer

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### 1. PURPOSE

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

### 2. HIGHLIGHTS AND LOWLIGHTS

- 2.1 Redacted

### 3. OPERATIONS

#### 3.1 Operational Incidents

3.1.1 On the 16th/17th March, the Calder Valley suffered a significant flood event which led to overtopping of the Calder & Hebble canal in various places and high flows in the river navigations. The main effects were towpath erosions, significant accumulation of debris at Stanley Ferry Trash screen. A number of third party vessels broke free from moorings and capsized at Wakefield,

3.1.2 Gloucester Lock –the regional team worked alongside our direct services colleagues to finally complete the stoppage on 2<sup>nd</sup> May and the cruise boat Edward Elgar was able to make its passage. This has been a hugely challenging reactive task with significant customer service impact.

3.1.3 Coxhead Swing Bridge on the Leeds & Liverpool Canal is currently restricted following significant damage caused when a stolen JCB from a local farm was used to destroy the kiosk and hydraulic units which operate the bridge. The M&E team acted swiftly to secure the site the same day and provide booked passage for customers. Repairs costs estimated at £40k.



3.1.4 An incident of over-topping on the Grand Union Canal occurred on 1st April 2019 between locks 91-92 in Hanwell. Redacted

3.1.5 A section of towpath close to Rotherham Lock on the Sheffield & South Yorkshire Navigation has been closed off for several weeks by a third party who is claiming adverse possession. Despite numerous contacts no resolution has been reached. Redacted.

3.1.6 Culvert leaks continue to impact the NW with 4 culverts requiring remedial work across the region. A range of solutions being employed from relining to grouting.

3.1.7 Wild fires at Marsden Moor required water to be removed by helicopter from March Haigh, Redbrook and Brunclough reservoirs in the peak district. The fires reached the March Haigh reservoirs but haven't caused any significant damage; some fencing needs replacing.



### 3.2 Water Management – Water resources

3.2.1 Level one restrictions were introduced last week on the Leicester line on the GU Canal which involves overnight restrictions due to lower than average reservoir holdings. Further restrictions are likely to be implemented within the month.

3.2.2 We have introduced level one restrictions at 4 lock flights on the Leeds & Liverpool Canal around the summit pound. The current resource position is worse than at the same point last year, when extended closures were necessary, if resources do not improve we will introduce further restrictions from 17<sup>th</sup> May.

3.2.3 Discussions with trade operators in the north and the midlands about water resources and the restrictions are so far, going favourably and they have welcomed our early action. In addition, the majority of additional gate relining works which commenced in March are complete. Further reviews are ongoing in relation to repairs of leaking structures and other measures to mitigate.

### 3.3 Water Act Licensing

3.3.1 We continue to submit applications in line with our programme with the expectation of achieving the required deadlines. No applications have been validated by the EA at this point.

### 3.4 Open Days & Events

3.4.1 Northampton open day was held 9-10 March with just over 400 attending over the weekend. 31 people participated in Let's Fish, 20 new Friends were signed up and c40 newsletter sign-ups captured.

3.4.2 **Lanc200 Celebration event** - A press event is planned to take place on the canal on 18th June - the official opening day for the Lancaster Canal 200 years ago. A weekend of events is planned over the 22<sup>nd</sup> & 23<sup>rd</sup> June. As part of the Lancaster Canal Bicentenary Celebrations, a legacy project is underway to complete a programme of milestone replacements. The project will engage local communities and volunteers to help us install the replacement milestones along the line of the Lancaster Canal.



3.4.3 **Angel Canal Festival 2019** - London Borough of Islington funding confirmed under the Community Event Fund for this year's festival planned for Sunday, 1<sup>st</sup> September at City Road Basin

## 4. ORGANISATION

### 4.1 Regional Structure and Consultation

4.1.1 In the Regions and National COO teams, the majority of top-line management positions are now filled. **Redacted.**

## 4.2 Advisory Boards

- 4.2.1 Across the regions, Regional Advisory Boards are continuing their work largely focussing on strategic priorities and the regional strategic plans. They are also rationalising their membership and recruiting.
- 4.2.2 The next chairs forum and dinner will be held at Novotel Paddington on 6<sup>th</sup> June.
- 4.2.3 North West RAB Annual Public Meeting will be held on 1<sup>st</sup> July in Liverpool

## 5. STRATEGIC PROGRAMMES - DELIVERING THE SERVICE

### 5.1 Beauty on the Doorstep - Green flag Award progress:

- 5.1.1 Following submissions made in January, 8 sites have been assessed, results will be made public in July.
- 5.1.2 We have had an audit completed, by Keep Britain Tidy, of Manchester City Centre to confirm the action required to achieve green flag status for the city centre waterways. This audit confirmed this is possible but will be a significant challenge.
- 5.1.3 As part of the Keep Britain Tidy, Big Spring Clean we held two events in Manchester between Lock 89 and 87. The two days held on 15<sup>th</sup> and 17<sup>th</sup> April seen a mixture of Trust colleagues, volunteers and local businesses get involved attracting around 60 attendees over the two days. The two events received some great local publicity and made a big difference to the towpath.
- 5.1.4 There has been a focus in Leicester with the local Customer Operations team working with Leicester Towpath Taskforce volunteers to improve the area around Belgrave Lock with a focus on litter and overgrown brambles. They planted wild flowers and bulbs, and repainted local waterway and lock features. The team's work has been well received by the local community, one local resident even provided some hot, home-made pakoras!



### 5.2 Community Safety including crime prevention

- 5.2.1 2 volunteer Towpath Rangers recruited on the Chesterfield Canal, one at Harthill Reservoir. Meetings have been set up for the existing 6 Rangers on the Leeds & Liverpool canal and 17 existing Rangers on the Chesterfield canal. The purpose is to discuss role development, ideas and how we can shape the role profile ahead of the 2019 campaign. The boat licencing team are joining to discuss introducing boat checks to the Rangers.
- 5.2.2 Manchester – Lock 89 Tib lock fencing under installation. This is one of the main actions recommended under the Rospa report following the death of student Charlie Pope.



### 5.3 Customer Service

- 5.3.1 Customer contact calls were within forecast range (11,275 versus 11,000 forecast). The few days of good weather at Easter brought a lot of people out onto the towpath, resulting in increased call demand.

- 5.3.2 Call abandonment was at 3.3%, rising 2% from February due to temporary resource being employed on to team covering unforeseen absence. Email response rate at 100% within 2 working days.
- 5.3.3 Satisfaction from customers in resolving queries is 91.9%, falling almost 2% from February. The main areas of dissatisfaction were around knowledge of the call handlers and issues self-serving online.
- 5.3.4 Our regional customer enquiry tool is now live in all regions. All contacts from customers for each region should now be being logged via the new customer enquiry tool. Introduction of the application will be reviewed with regional teams in the next month.
- 5.4 Customer Service Improvements,
- 5.4.1 **Review of Customer Service Facilities:** A meeting held as been with the IWA relating to their “Gap tracker” report. Their view is that only basic services are required, waste disposal and water being key. This is a view shared by our Navigation Advisory Group. We are sharing with the regions a suggested list of high maintenance sites that have the potential for a changed management approach and if agreed these will be implemented.
- 5.4.2 **Stoppages Review:** Improvements to the way the Trust website presents stoppage information to customers will be rolled out in May to coincide with the winter stoppage consultation.
- 5.4.3 **Annual Boater Report:** The Trust has received positive feedback from Leisure customers, the IWA and several of the Boating Organisations about its specific annual report for our 34,000 leisure licence customers. It will be updated this summer to reflect the Trust’s annual report and accounts
- 5.4.4 A prequalification for our customer contact contract retender has been completed, 6 potential providers shortlisted. This followed a scoping for project undertaken across key areas across the Trust to understand our requirements.
- 5.5 Boating & Mooring
- 5.5.1 **Redacted**
- 5.5.2 In addressing the challenge from the growth in wide-beam craft on narrow canals, final checks on accompanying notes on the waterway dimensions document complete, and have been updated online alongside the Boater’s handbook with a map summarising wide and narrow canals.
- 5.5.3 The annual ‘perceptions of the Trust’ boater survey was sent to a third of boat licence holders at the start of April. The survey runs until 30 April, at 25th April over 1000 responses received. Our monthly ‘waterway experience’ survey will also start at the end of April.
- 5.6 More activity on the water
- 5.6.1 Visitor mooring improvements in London continue with agreement reached with partners to create a suite of new pre-bookable, chargeable visitor moorings in central London. These will be in Kings Cross, Paddington Basin, and on a previously un-moorable section of our towpath on the Lee Navigation in the Olympic Park. Planned for launch in June.
- 5.6.2 As part of our strategic programme focus in Leicester new moorings have been installed in the city centre just above the Belgrave Lock on the Leicester Line. We hope to encourage more visitors as they have easy access to the National Space Museum and Victorian

Pumping Station. We are also working with the City Council, local IWA and others to install new residential and visitor moorings, a new water point, Elsan and rubbish disposal at Memory Lane wharf.

## 5.7 Attractions Development

5.7.1 **Standedge Visitor Centre** – The refurbished café re-opened in March. We have also set up a “pop up” café in the Visitor Centre receiving positive customer feedback, to be used on bank and school holidays. The first test of this was on Easter Monday when we took an additional £1,200 on top of the café’s takings. Easter Weekend was busy with a range of stalls and activities on site. A great success with takings exceeding £10,000 for the weekend.



5.7.2 **Stoke Bruerne:** Renovation of the public toilets has commenced, and a new ice-cream bike will be operating on the towpath during busy periods. New branded parasols now significantly raising our brand image at the site. We have also recently installed a mud kitchen, a great attraction for children!



5.7.3 **Anderton Boat Lift** reopened for its main season from the 30<sup>th</sup> March 2019. We welcomed 5,000 customers to the visitor centre over the Easter weekend, lots of marketing activity with friends’ signups gained through the Fundraising team and over 800 creme eggs given out to visiting children. We are planning a major refurbishment of the lift in the next 5 years including replacement of the hydraulic rams, we are looking at ways to reduce the effect that necessary closures will have on the attraction and ensuring that all marketing and development plans consider this major refurbishment plan.

## 5.8 Connectivity

5.8.1 Active travel and connectivity,

5.8.1.1 Rochdale Phase 2 Towpath Scheme: £2m scheme commencement imminent awaiting final agreement from West Yorkshire Combined Authority, to run from Stubbins to Lock 18 in Todmorden.

5.8.1.2 The new ramped access to the Ashton Canal at Guide Bridge is due for completion at the end of April. £720k has been invested to create the link to the canal. Funding secured from the DfT Cycle City Ambition Grant.

5.8.1.3 The 3<sup>rd</sup> phase of towpath re-surfacing of the Manchester Bolton & Bury Canal is due for completion in May. 6.3km of the canal towpath has been re-surfaced with £712k investment from a DfT Cycle City Ambition grant.

5.8.1.4 Towpath improvements between Redstripes Bridge and Bridge 90, near Queen’s Drive in Nantwich on the Shropshire Union Canal are complete. Delivered by the Trust’s Direct Services team with £55K funding secured by Cheshire East



Council from developer contributions. Nearby steps accessing the canal were also upgraded.

## 5.9 Strategic Connectivity

5.9.1 **HS2 Phase 1 – London to West Midlands.** Details of a potential re-routing to move the line away from the Trent and Mersey Canal near Fradley are now available. The aim is to reduce its environmental impact. It would be an improvement from the Trusts perspective but we believe it's unlikely to be approved due to local authority objections. We are exploring other options for improving the screening of Wood End Lane from the canal if the original proceeds. There is a risk that HS2 would not fund any mitigation.

5.9.2 **HS2 Phase 2a – West Midlands to Crewe** – We have managed to address our Petition concerns with HS2's legal team, we can now withdraw our Petition and therefore not need to stand before the Select Committee.

## 5.10 Restoration

5.10.1 Grantham HLF Project – final resolution of the access track lease is proving slow but it is not currently affecting the site works at Lock 14.

5.10.2 Buckingham Canal - BCS continue with restoration of the accommodation bridge at the entrance to Arm, the Trust has reached agreements with the team on the design to allow works to progress. They aim to submit a £11.1 m bid to EU life. If successful this would enable the current Trust owned section of the canal to join the River Great Ouse and pass under the A5 bridge, a potential significant development.

5.10.3 Montgomery Canal - School House Bridge – Final surveys due in May 2019 to allow planning application to be made by the Trust. Matters relating to environmental and heritage protection still to be resolved.

## 5.11 Boat Licensing Customer Support

### 5.11.1 Summary Table with movements in (-)

| Region       | Unlicensed         | CC monitoring    | Approved Overstay | Redacted |
|--------------|--------------------|------------------|-------------------|----------|
| East Midland | 88 (-26)           | 24 (+5)          | 9 (-19)           |          |
| London & SE  | 458 (+35)          | 399 (+28)        | 139 (-44)         |          |
| North West   | 241 (-28)          | 62 (+12)         | 11 (-7)           |          |
| Wales & SW   | 151 (-58)          | 85 (+9)          | 58 (-7)           |          |
| W.Mids       | 184 (+17)          | 53 (0)           | 25 (+3)           |          |
| Yorks & NE   | 121 (-47)          | 23 (+1)          | 5 (0)             |          |
| <b>Total</b> | <b>1246 (-107)</b> | <b>646 (+55)</b> | <b>253 (-9)</b>   |          |

5.11.2 The annual national boat count took place during March with a slight increase on the evasion rates of the previous year. Total boats sighted increased by 734. The national evasion rate for 2019 is 3.5% broken down by region as follows;

| Region        | All Boats sighted | All enforceable boats | Unidentified | Unlicensed | Caseload | 2019 % Evasion Rate | 2018 evasion rate |
|---------------|-------------------|-----------------------|--------------|------------|----------|---------------------|-------------------|
| East Midlands | 5727              | 4502                  | 5            | 75         | 80       | 1.8%                | 2.1%              |
| London & SE   | 7777              | 6891                  | 94           | 313        | 407      | 5.9%                | 3.8%              |
| North West    | 5706              | 5549                  | 14           | 192        | 206      | 3.7%                | 4.0%              |

|                    |              |              |            |            |             |             |             |
|--------------------|--------------|--------------|------------|------------|-------------|-------------|-------------|
| Wales & SW         | 4168         | 3425         | 21         | 115        | 136         | 4.0%        | 3.5%        |
| West Midland       | 8695         | 7897         | 24         | 153        | 177         | 2.2%        | 2.4%        |
| Yorks & NE         | 3169         | 3169         | 20         | 88         | 108         | 3.4%        | 2.7%        |
| <b>Grand Total</b> | <b>35242</b> | <b>31433</b> | <b>178</b> | <b>936</b> | <b>1114</b> | <b>3.5%</b> | <b>3.1%</b> |

5.11.3 Redacted

5.12 Redacted

## 6. STRATEGIC PROGRAMMES – WELLBEING

### 6.1 Personal Health & Wellbeing

6.1.1 As part of Sheffield’s outdoor city month, we hosted a ‘great canal clean up’, simultaneously advertising for people to try volunteering and paddle boarding. The event proved very popular and was booked up weeks in advance. Over 40 local people took part along with 5 existing volunteers and we had great interaction on Twitter @CRTNorthEast



6.1.2 **Partnership with the Ramblers** in Lancashire is seeing growing numbers of individuals attending joint walking events done in association with the Ramblers. The most recent event at Barrowford saw 30+ walkers in attendance, upcoming walks planned for the Lancaster Canal are already fully subscribed.



6.1.3 **Coventry Community Roots** is making strong impact developing and delivering activities, recruiting volunteers and establishing collaborations. Among key local partners now are Coventry University, local businesses, resident groups, Canal Users Forum, The Tin, The Riley Car register, The Good Gym Coventry and Coventry Society.

### 6.2 Community Wellbeing & Ownership

6.2.1 Friends of Rochdale 9 continued the Manchester Spring Clean clearing floating rubbish and cleaning out the floating gardens between Locks 87 and 84. Trust colleagues joined volunteers from the LGBT Foundation.



6.2.2 WASUP is a project based in Walsall to support the national programme of Ocean Rescue, with which the Trust has developed a strong partnership. The project has ambitious aims to reach all schools and communities in Walsall involving children and scouts of Walsall to work with the Trust, cleaning canals and decreasing street litter. There are regular volunteering events taking place with increasing number of people turning up for the clean ups in the canal.



6.2.3 A stakeholder engagement ‘Study Day’ consulting on the region’s strategic goal regarding wellbeing on the Monmouthshire & Brecon Canal was attended by local councillors and Rosemarie Harris, Leader of Powys County Council. W&SW have held a study day for each of the strategic programmes and it’s been an excellent approach to engage partners in our plans.

### 6.3 Volunteering

- 6.3.1 **Volunteer Workwear:** A new framework for providing workwear to volunteers has been agreed and is being implemented. This will provide an affordable approach to workwear provision and resolve regional inconsistency. It will limit provision for some activities but ensure our public facing regular volunteers visibly project our brand image. We will still be more generous than other charities but believe this achieves an acceptable compromise. Volunteers have expressed the desire to purchase workwear and we committed to making this easy for them to do.
- 6.3.2 An on-line time recording tool has been developed and is being tested. Initially it is for Trust volunteers to enter their own time through MyTrust/ MyVolunteering. Later it will be accessible for task managers and partner groups' leaders to record time.
- 6.3.3 **Micro Volunteering Opportunities** are being developed in tandem with the Campaigns team, a trial will be done in the form of 2-minute 'beach' cleans. Unmanned A-frame litter pickers will be sited at locations promoting litter picking. We will be trialling 2 sites in each Region over the summer period.
- 6.3.4 In Dewsbury we have a new partnership with Dewsbury Mosque Alliance, cleaning up the canal in Dewsbury as part of a wider community initiative. Discussions are in place around developing a longer-term relationship.
- 6.3.5 Volunteers and the probation service have carried out improvements to a path leading to a dipping pond on some of our land at Tees Barrage, with lots of compliments received and a really good reception on Facebook.
- 6.3.6 End of Year March 2019

| <b>National Volunteer Measures</b>                   | Target       | Actual to End of Mar 2019                                      |
|--|--------------|--|
| Volunteer hours                                      | 670,000      | 671,839  |
| Communities actively caring for their local waterway | 260          | 254 Adoption Agreements+ 50 other groups giving over 300 hours |
| Propensity to Recommend                              | 96%          | 96%  |
| Value of Volunteering                                | £10m by 2025 | £10.3m   |
| Income from employee volunteering                    | £82,500      | £111,000   |

- 6.4 **Corporate volunteering** - Significant corporate relationships benefitting the Trust include:
- 6.4.1 A series of events to be run with TK Maxx at a range of locations across the country over the summer period.
- 6.4.2 Severn Trent Waterway has confirmed an £8k donation for 10 employee volunteer days in 2019.
- 6.4.3 Capital One Nottingham is donating £2,500 for monthly employee volunteer days plus £250 for the Trust's attendance at their 'Earth day' in April.
- 6.4.4 In Yorkshire we are developing an exciting week long 'bespoke' volunteering with ASDA's head office and their executive team in September for £5,000.
- 6.4.5 HSBC have 2 corporate adoptions in Leeds & Sheffield. Dates are scheduled throughout the summer to the value of £7,000 to the Trust.

6.4.6 East Midland's team members joined Good Gym, experiencing the Good Gym model. This involves a weekly evening run with an intermission to undertake 'good deeds' such as waterside litter picks. There are 50 Good Gyms operational in the UK.

6.5 Connections with nature, arts and culture

6.5.1 The 2018/19 **Let's Fish** campaign ended with 3,867 attendees over the year. On Facebook, the angling page now has 32,100 followers with 1,250 followers on Twitter. Website analytics show that the fishing pages continue to attract growing interest, up 15% year on year to date. There will be an extensive programme of Let's Fish again this year.

6.5.2 **Claverton Pumping Station** (Kennet & Avon Canal) has been elevated to Grade I listed by Historic England. This is excellent news and thanks due to the dedication of the team of volunteers who look after the pumping station.

6.6 Connections: Education & Youth Engagement

6.6.1 The **Desmond Family Canoe Trail project** is giving young people the opportunity to engage with activities they would not normally get the chance to. Regular #LitterHeroes Leeds University students came to Office Lock tackling the offside plastic problem for the second time as part of the 'The Big Spring Clean'. Using canoes they picked 15 bags of plastic! One of the project goals is finding long-term Young Leaders, 5 have come from Leeds University.



6.6.2 Placement opportunities are being offered to students at University of Birmingham in the heritage team. In the past this has provided an excellent opportunity for us to benefit from students supporting our research.

6.6.3 **Autism Awareness Training** - Explorers and volunteers from Anderton Boat Lift received 'Understanding Autism' training delivered by the National Autistic Society. The course was useful giving ideas and information on how we can ensure our learning activities meet the needs of autistic learners.

6.6.4 Throughout the summer, we will be acting as a community partner for groups of young people taking part in National Citizen's Service (NCS) in the North West. We will be supporting social action projects in Preston, Blackburn, Burnley, Sefton and Manchester.

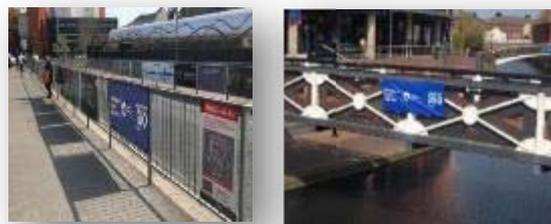
6.6.5 **Feral Spaces** - We are currently developing a youth engagement programme to be run in Manchester City Centre throughout the summer. Focussing on how canals can improve the wellbeing of younger people in urban spaces and working with the young people to develop plans to improve the area through activities such as events, arts, developing green spaces or developing campaigns. This project will form key links with the Proud Trust and the Mayor's Youth Assembly.

## 7. BRAND, SUPPORTERS & INFLUENCE

7.1 **Birmingham, Commonwealth Games 2022.** We have continued engagement with external stakeholders to position ourselves and investigate opportunities, including with Birmingham City Council, West Midlands Combined Authority, The Active Wellbeing Society and Sport Birmingham. Our Games Sub-Committee, chaired by Frances Done, will provide informed

guidance and direction on the run up to the Games so that we maximise the delivery of Trust ambitions during this event.

- 7.2 A great start has been made improving signs on 24 priority access points across the West Midlands region, with 20 banners raising awareness of the 250th anniversary of the Birmingham Canal Navigations placed at key high footfall locations. Director invited to promote the celebration and events in the broadcast media.



- 7.3 Sheffield to Tinsley canal bicentenary celebration. Post the 200 year celebrations, the footfall on the canal & at Victoria Quays has increased by 36% compared to the same period in 2018. Enquires for volunteering have also increased as have the number of property/ estates enquiries for empty lets in the Quays.
- 7.4 Trust branded promotion signage will be installed at Bingley train station in early May. The next steps will see branded signage installed at Saltaire & Kirkstall Forge stations.

## 8. FUNDING & FINANCE

- 8.1 General funding secured

8.1.1 **Redacted.**

- 8.1.2 Transport for London have agreed to fund the next phase of Quietway improvements in Ealing totalling c £1.3m

8.1.3 Presentation to Rushcliffe Borough Council scrutiny committee on the outcomes of a maintenance funding arrangement. This has been in place since 2003, valued at c£40k per annum with six years to run. This was well received. We are receiving increased scrutiny of similar agreements with councils.

- 8.1.4 £69K secured in London and South East from various council sources for access and lighting improvements, and delivery of a festival.

- 8.2 Towpath funding secured

8.2.1 £1.4m secured for towpath surfacing and access improvements on the Rochdale Canal between the City Centre and Newton Heath. Funding from the Mayor's Challenge Fund, the Greater Manchester Bee Network.

8.2.2 Monmouthshire & Brecon Canal Bridges 99-104. £100k secured from Powys County Council for towpath improvements. We are now working the National Park seeking match funding.

8.2.3 £71k from New Homes Community Bonus scheme for a project with a local access group (ADAPT) to improve towpath conditions between lock 14 and the Coole Lane road bridge, Audlem on the Shropshire Union Canal. The path can be very poor in the winter or after rain and the project will make this a year-round amenity.

8.2.4 £15k from Oxfordshire County Council to deliver the development phase of towpath improvements on the Oxford canal. This will scope up to 2km of upgrades with a budget c£500k from the Housing Growth Fund.

- 8.2.5 Funding application submitted for the Grand Union Canal - Catherine de Barnes Towpath, Value c£525,000 to the Rural Payments Agency. If successful the project will see 1.9km of towpath improvements, 200m of visitor mooring improvements along with signage and waymarking creating a link from the rural area into urban conurbations of Solihull and Birmingham.
- 8.2.6 EFRAD RDPE application South Stratford Canal - Stratford upon Avon Towpath – Project Value c£300,000. The project will see 0.9km of towpath improvements, 200m of visitor mooring improvements along with signage and waymarking.
- 8.2.7 Wolverhampton City Council has led on a ERDF Priority Four Low Carbon bid for efficiencies in lighting infrastructure, including solar powered lighting on Birmingham Main Line towpath in Wolverhampton between the City Centre and the Science Park. Funding available to the Trust is up to £258k

## 9. PEOPLE

- 9.1 Dedicated HR support has been provided to the London & SE team to support recruitment to rebuild the team, a revised financial plan has been agreed to recognise the market differences. We have 3 new starters in London Docklands operations with additional marine agency support agreed to support training and induction. One staff member who remains absent without approval is subject to disciplinary action.

## 10. FUTURE OPPORTUNITIES

- 10.1 **Housing 21 (Oldham)** have approached us to trial a partnership project linking the canals to the wellbeing of their residents in over 1,400 properties. Many of their residents are older inactive people, and the partnership will tackle a key national public health priority to reduce health inequalities and manage or prevent long-term health conditions.
- 10.2 **The Prince's Trust** are opening a new centre in Manchester. Young people who are not in education, employment or training will be taking part in youth social action activities with the Trust as part of their programme. The first groups will work with us at Elton Reservoir in June.

## APPENDIX 5: ASSET IMPROVEMENT REPORT

Simon Bamford, Asset Improvement Director

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### 1. PURPOSE

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

### 2. Positives and Challenges

#### 2.1 Positive progression

- Extensive work by the asset management and delivery teams has produced a 3-year schedule of outputs for development into a stable programme covering the period 2019/20 to 2021/22.
- Gloucester Lock 2 has been a huge challenge over the past 4 months for the Direct Services team as they made the repair to the failed downstream lock cill. The absence of stop plank grooves, combined with semi tidal conditions, made it a significant temporary works and safety challenge to create a safe and watertight dam to make the repair. The team, working with colleagues showed great resilience and expertise to overcome the many difficulties they faced to get the lock open at the beginning of May.

#### 2.2 Challenges

- The Finsley Gate lining project in Burnley has been beset with many technical difficulties including instability in the towpath wall, failures in the offside wall and contaminated sediment resulting to delays in the project extending the stoppage well into the boating season. With a revised completion date of 18th June, the team are working weekends to meet the date and reopen the canal.
- Having seen an improvement in Safety Performance in Direct Services since its formation in 2015, the 5 RIDDOR reportable injuries have been a setback and cause for concern. Along with national initiatives the team have implemented a series of actions to improve performance.
- Redacted

### 3. Asset Management

#### 3.1 Asset Strategy

The new asset health index measure, which will in due course replace the network stewardship score index, continues to be developed. The methodology to report the new measure has been developed. This has seen the measure develop to become a combination of 2 factors; condition and consequence of failure. Consequence of failure assesses and scores the impact in terms of 5 factors; safety, customer, cost, environmental and utility.

Work on the Phase 3 asset strategies continues with focus on 2 key strategies; reservoirs and dredging.

The Asset Management and delivery teams have worked together to develop a 3-year schedule of outputs the first of year of which, through working with Kier forms the B19 programme with the later 2 years being developed into a programme in the next month. In addition to creating a 3-year programme, processes have been put in place to improve programme stability with proportions of each year's programme identified as fixed for delivery and a proportion provisional to accommodate arising works.

#### 3.2 Asset Management

The DEFRA KPI results for 2018/19 are as detailed below.

**Safe Waterways** – for which the agreed measure is the percentage of principal navigation assets in condition grades D and E. The warning threshold is 23% and the breach threshold is 25%. The result for 2018/19 is 13.20%, a slight improvement on 2017/18 (13.22%).

**Towpath Condition** - for which the agreed measure is the percentage of towpaths in condition grades A, B and C. The warning threshold is 60% and the breach threshold is 50%. The result for 2018/19 is 80.84%, a slight improvement on last year (79.67%).

**Flood Management** - for which the agreed measure is the percentage of principal culverts and lengths of principal embankments in condition grades D and E, the breach of which would be calculated to cause more than £2m in damages. The warning threshold is 4% and the breach threshold is 7%. The result for 2018/19 is 0.96%, the same as 2017/18.

## 4. Financial Position

Figures in £k

| Contribution              | Full Year     |               | Variance to Original Plan |            | Commentary  |
|---------------------------|---------------|---------------|---------------------------|------------|---|
|                           | Actual        | Original Plan | YTD v B18                 | YTD v F10  |   |
| Priority Projects         | (28.9)        | (28.3)        | (0.6)                     | 0.5        | Priority Projects finished the year £0.6m overspent v original plan. Throughout the year there have been delays to programme/changes against 30 projects >£100k part offset against 6 projects increase to original plan and unplanned works for Stanthorne Breach, Earlswood Reservoir bank failure, Minworth Embankment, Bridge 64a demolition, Peak Forest Lock 11, L&L Culvert 29, Macclesfield Canal Culvert 35A leak, K&A Harris Lock, Featherbed Lane and drought mitigation not in original plan. |
| Priority Works            | (23.1)        | (23.6)        | 0.5                       | (0.0)      | The full year plan of 800 packages of work has been delivered (with agreed changes). B18 plan was increased by £0.4m at F8 to accommodate increased spend for winter works, which was offset against budget transfers to Operations for M&E and Reactive teams as part of the reorganisation.   |
| <b>Total Contribution</b> | <b>(52.0)</b> | <b>(51.9)</b> | <b>(0.1)</b>              | <b>0.4</b> |   |

## 5. Priority Projects

5.1 The headline Priority Projects programme statistics for the year ending March'19 are:

- B18 budget of £29.85m (increased from £28.52m in May) delivered
- 91 planned projects delivered
- An additional 12 emergency / arising projects with total value of £6.215m were also delivered
- There were 5 significant emergency projects by June 2018, which led to the decision to defer works to Palmerston Street and Lune Embankments, reduce the dredging budget and increase the Priority Projects budget by £1.33m. Lune and Palmerstone Street Embankments are the highest priority projects for delivery in B19
- There were 14 deferrals with a total value £5.498m
- Overall change to programme was 15% by number, 21% by value, with 85% of the B18 plan delivered by number of projects

5.2 Dredging headlines are:

- Stable programme this year
- 26 projects were planned for implementation in B18

- 2 projects were deferred as a result of the emergency projects (K&A Monkey Marsh, Ellesmere Port)
- 24 projects completed with one change (Peak Forest swapped for Macclesfield as a result of Peak Forest being closed at Marple Flight)
- Reduced budget of £7.35m delivered
- Over 100,000m<sup>3</sup> of silt dredged
- Only 2% of dredged material was disposed of at landfill with the remainder being beneficially reused on land, recycled or disposed of in a Trust dredging tip.

Good progress continues to be made with the works at Marple Lock 11 with the navigation due to be reopened in time for the Whitsun Bank holiday. Repair of the damaged lock gate at Marsh Lock on the Weaver Navigation has been completed and the lock reopened. Works at Harris Lock at Semington on the K&A were completed on time and the navigation reopened.

Unfortunately, difficulties with contaminated sediment, an offside wall in worse than expected condition and unexpected groundwater and ground conditions have resulted in delays to the programme for the lining of the Leeds Liverpool Canal at Finsley Gate, Burnley which is now programmed to reopen on 18th June.

### 5.3 Marple Lock 11

Rebuilding of the locks is progressing well with the walls completed to coping level by early May and the programme is on track for reopening the navigation on 24th May with 6-day working.



Lock 11 – Walls to coping level and within the lock

#### 5.4 Finsley Gate and Burnley Embankments

Works are continuing with the soft spot treatment to the canal bed and repairs to the failed offside slopes for a 60m section. The masonry facing and copings are completed to the towpath wall. The actual lining work has been delayed further due to ground water from the offside bank, despite installing some soakaways. Excess and unusable silt has been removed from site. As a consequence of these unforeseen problems and despite 7 day working, the canal reopening date has gone back to 18th June.



#### 5.5 Marsh Lock, River Weaver

Works to the lock are now complete and the lock reopened.



Marsh Lock – gate floated back into position following repair

#### 5.6 Stainton Aqueduct, Lancaster Canal

HLF and Rural Communities Agency funded project to repair the aqueduct following the 2016 Boxing Day floods. Kier remobilised to site in mid-March and works are progressing well and on programme for completion in early September. The apron slab was poured on 17th April which will allow the superstructure to be built and programme risk from flooding to reduce.



Stainton Aqueduct apron slab

#### 5.7 Saturday Bridge Retaining Wall

A retaining wall on the Farmers Bridge flight in the centre of Birmingham has started to fail causing the road above to be restricted. Cause of movement is unknown to date, but recent heavy rainfall is affecting the movement of the retained footpath/highway. The wall is being closely monitored whilst a solution is developed and design finalised.



#### 5.8 Saltersford Lock, River Weaver

A very serious incident has occurred at Saltersford Lock on the River Weaver during a stoppage to carry out repair works. Fortunately, the failure happened outside of working hours and therefore nobody was hurt. At the downstream end, the stop plank groove masonry on the far side of the lock appears to have suddenly sheared which resulted in several of the lower planks being displaced causing the lock to quickly become flooded. All temporary works checks on the planks, bearing length and grooves had been completed and the correct procedures were being adhered to. There was no evidence of any issue at the end of work on Saturday 27th April and the failure is believed to have occurred during Sunday night, with no prior warning during the 3 weeks of work that took place

beforehand. Both the Trust and Kier are working urgently to understand the failure and to establish what can be done safely to rectify the situation and resume work. A full investigation is being carried out.

Unfortunately, vital works to the cill to allow the lock to be reopened had not been completed and at this stage it is not possible to say when work can resume and the navigation reopen.



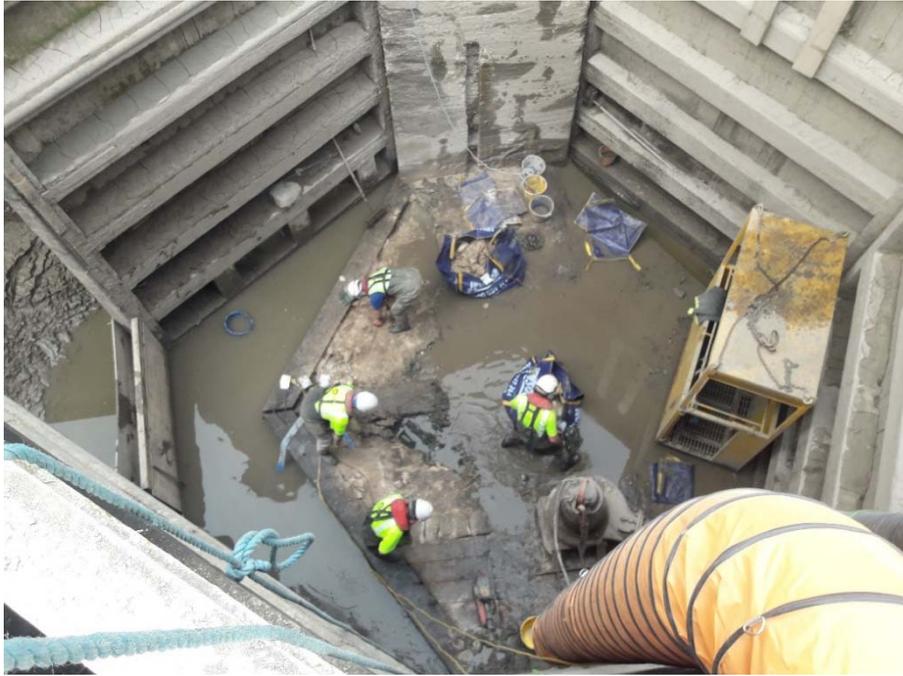
## 5.9 Redacted

## 6. Priority Works

During 2018/19 the Direct Services Construction Teams completed 828 packages of work in the Priority Works programme, including 142 approved changes resulting from arising, emergency and carry over repair projects.

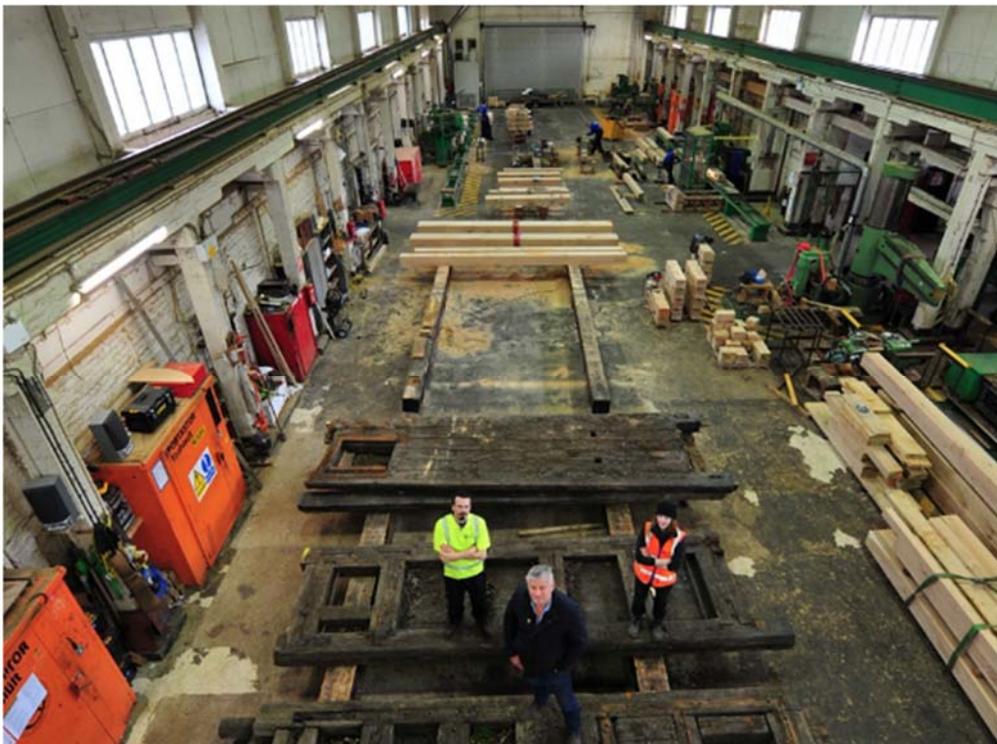
All of the winter stoppage projects have been completed, 205 in total. The biggest challenge during the winter stoppage season came with an emergency closure of Gloucester Lock 2 at the entrance to the Docks and the Gloucester & Sharpness Canal. The lower gates failed in January rendering the lock inoperable. There are no dam groves at this lock so draining it was a significant problem. High spring tides and the presence of silt compounded the problems faced by the delivery team. After much effort the lock was reopened in the first week of May.

The construction teams are maintaining the drive for efficiency savings from the use of materials from stock, recycling, contract lift and method related savings etc. In B18 the team have saved around £720k.



Breaking out the damaged concrete cill at Gloucester Lock 2

Welcome to Yorkshire have approached the Trust for help with their garden for the Chelsea Flower Show based around a canal lock. A pair of redundant gates have been sourced from Lock 1, Huddersfield Canal and these have been cut down to size at our workshops at Stanley Ferry.



Adam Cluny and Vanessa Coakley with Welcome to Yorkshire garden designer Mark Gregory at Stanley Ferry Workshop



Rochdale Canal – Lock 50 – Gate repairs and timber lock bottom replacement

The other significant challenge the Direct Services team has faced is safety. In the first four months of 2019 there have been five RIDDOR reportable incidents. These serious incidents required investigation and consideration of safety improvements. A series of safety initiatives, including a safety review of the lock gate manufacturing process, have begun across the team to reinforce safety and improve performance.

## 6.1 Grantham Canal Heritage Initiative

In March scaffolding was installed and concrete pours for behind the brick walls commenced. Silt has been removed from the area below the lock to enable it to dry out for use as back fill.



Lock 14 Restoration – Grantham Canal

## 7. UNLOCKING THE SEVERN

### 7.1 Activity Plan

Work is due to start on the childrens play area at Severn Valley Country Park in June and our first installation will be up and running by the summer holidays.

With the start of the migration season, Shad monitoring is well underway with lots of shad running so far; 18 tagged fish have arrived back to the Severn one of which had visited North Devon and Ireland. Volunteers, researchers, students and local staff are out all hours of the day watching and trapping them.

Some of the team presented at the River Restoration Conference in Liverpool. 350 delegates from a wide range of backgrounds, EA, NT, SEPA, NGO's, universities, consultants and contractors heard about Shad and our work to deliver this project.

Diglis workshop refurbishment is nearly finished with the last skylight windows going in. There has been much comment on the quality of the work undertaken by the Kier team and volunteers.

## 7.2 Fish Pass Construction

### 7.2.1 Bevere

Work at Bevere is due to start on 13<sup>th</sup> May with archaeological investigation monitoring of the access road and site compound construction being the first activity. We are organising an open evening at Bevere gallery to provide any information to local residents who may be interested or affected by our work or may be by the footpath diversion.

### 7.2.2 Diglis

Work at Diglis is planned to start in mid-June with the piling and main works starting mid-July. Work is nearing completion to investigate how we can make the fish pass viewing chamber visually appealing with some potential ideas in the picture below.



Possible approaches to the Diglis Fish Pass viewing chamber

## APPENDIX 8: STRATEGY, ENGAGEMENT & IMPACT REPORT

Heather Clarke, Strategy, Engagement & Impact Director

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### 1. Update on Key Successes & Challenges

#### 1.1 29% Growth in Passive Supporter

The achievement of our Marketing Team in building the volume of passive supporters using a range of incentivised and value exchange products and direct marketing resulting in 423,000 supporters, an increase of 29% over 2018/19, despite a drop off following GDPR.

#### 1.2 Building Strong Working Relationships with the Regional Directors

Good engagement and collaborative working with the Regional Directors and the SEI Directorate through the strategic programmes, outcome focus areas, Commonwealth Games, etc.

#### 1.3 Structure Follows Strategy

We now have the right structures and roles clearly defined and re-purposed within the Directorate but now the challenge is the recruitment of the right people with the appropriate drive, skills, experience and behaviours to fill key positions within the Marketing & Supporter Development Team, National Insight & Evidence Team and the Service, Partner & Outcomes Development Team as they will be instrumental in delivering our strategy.

#### 1.4 Waterway Engagement Monitor (WEM)

Following a competitive tender process, the Trust appointed a new supplier, DJS Research, to oversee and manage the Trust's Waterway Engagement Monitor. Through the new supplier, we have been able to substantially increase the sample size which has greatly improved the statistical robustness of the WEM and will enhance our ability to analyse and track KPIs at a regional level and on a monthly basis. Redacted

#### 1.5 Redacted

### 2. Strategy – Success Measures & Strategic Programmes

#### 2.1 Success Measures & BP19 Targets

Since the last Board meeting, further work has been undertaken to refine the schedule of success measures with BP19 targets to incorporate feedback provided by the Trustees. Redacted

#### 2.2 Strategic Programmes & Regional Priorities

We have been working with the Regional Directors to define the scope and planned outputs from each the regional priorities so that we are able to track and report on their delivery against plan to the Executive and the Board. An evaluation plan also will be devised for each

regional priority so that we can measure and report upon the outcomes delivered and effectiveness of the interventions and investment made (test and learn).

### 3. Brand & Marketing

#### 3.1 Brand Identity Awards

The Trust received highly commended in the 'Best Brand Evolution' category and in the 'Best Visual Identity by a Charity, NGO or Not-For-Profit' category at the 'Transform Awards Europe 2019' held in April.

#### 3.2 Signage

Redacted

Recent instalments of new signage include: Sheffield; Bingley Five Rise; Southall; Stoke Bruerne; Worcester; Macclesfield Canal; and Clarence Mill. We have been successful in securing advertisement consent for Little Venice and Birmingham city centre. 7,000 signs have been audited this year, many by volunteers using our new signage audit APP. These signs will be reviewed and replaced across the year, building up a continuous brand presence on site.

New branded events kits have been created which can be used by national and regional teams, including the innovative 'lock socks' and some branded buoys, which were deployed on our waterways for the London Marathon.



#### 3.3 Brand Campaign 2019

The Brand Campaign which will be launch later this year, seeks to increase brand awareness focusing on people living within 1 km of our waterways redacted.

#### 3.4 Gardeners' World Live 2019

Gardeners' World 'Live' will take place on the 13<sup>th</sup> to 16<sup>th</sup> of June and we are putting together the final preparations for the 'Canal & River Trust's Life's Better by Water Show Garden', working with renowned garden designer, Chris Myers and volunteers. Our communications plan includes a mix of public relations and digital activity to boost brand awareness, reach new audiences and recruit newsletter subscribers and Friends.

#### 3.5 Digital Marketing

The Trust's website had almost 3 million unique visitors across 2018/19 (up by 7% compared with the previous year), redacted. These visitors made more than 10 million page visits. We are beginning work to review and refresh of our website with specialist digital agency, Webcredible, who has a diverse range of clients including: Age UK; Virgin Trains; and Public Health England.

Our national accounts for social media followers increased year-on-year (April 2018-April 2019) to: 142,000 Facebook fans (up 28%); 80,000 Twitter followers (up 48%); and 17,200

Instagram fans (up 86%). We are writing and implementing a new social media strategy to increase this even further this financial year.

### 3.6 'User to Supporter' (U2S)

Redacted

Supporter numbers grew by 29% over the year, despite a drop off following GDPR. We finished the financial year with 423,000 supporters (2017/18: 327,500) and in April saw a further increase of 15,700 supporters.

## 4. Promotional Campaigns

### 4.1 Spring brand response campaign

Our campaign used free activity guides to encourage more visits using a digital mix of display media, content marketing and native adverts. The campaign delivered 20 million opportunities to see and a unique reach of 2.3 million over an eight-week period. The campaign resulted in 2,300 guide downloads and circa 1,200 new newsletter subscribers.

### 4.2 Strategic Improvement Programme Campaign – *Plastic Challenge*

The Plastic Challenge campaign will be launched on 5<sup>th</sup> June to coincide with World Environment Day and National Volunteering Awareness Week. This call to action-based campaign is covered in more detail in the separate Board Report.

### 4.3 Winter Open Days (from November 2018 to March 2019)

The nine winter open days attracted 8,500 visitors, and resulted in 165 Friends sign-ups, and 724 newsletter sign-ups (incentivised with a competition).

### 4.4 Photography, Arts of the Waterway Programme & Filming

Our 'Flow Photo Exhibition' has now opened at the National Waterways Museum, Ellesmere Port, for a period of six months. 'Plans for Hinterlands', our next large-scale participatory arts project which will span three of the Trust's regions (London & South East; Yorkshire & North East and Wales & South West), is progressing well, with much of the funding now secured.

Recent filming includes: 'Series 9 of Great Canal Journeys' (Banbury to Braunston); 'Celebrity 5 Go Barging' (Grand Union Canal and Trent & Mersey Canal); BBC4 documentary series 'The Narrowboat Diaries'; and ITV drama series 'Zomboat' where the Zombie Apocalypse comes to the canals of Birmingham.

## 5. Insight, Research & Measurement

### 5.1 Redacted

### 5.2 Towpath Use Measurement Programme

Work has begun to identify potential locations for the further 40-50 permanent towpath counters (third tranche). As well as gathering information for high footfall sites, these counters will also be used to measure the impact of work linked to the regional priorities and to support the Trust's overall outcomes and evaluation programme.

### 5.3 Redacted

### 5.4 Redacted

## 6 Policy & Public Affairs

### 6.1 Westminster

A meeting was held on site with Jonathan Reynolds MP and Shadow Economic Secretary to the Treasury in his constituency of Stalybridge and Hyde. **Redacted**. A meeting took place with Peter Dowd MP (for Bootle) and Shadow Chief Secretary to the Treasury.



**Redacted.**

### 6.2 Wales

Trust colleagues met with Ian Lucas MP and Susan Elan Jones MP in Westminster to discuss the potential for development of the site surrounding the Pontcysyllte Aqueduct and Llangollen Canal World Heritage Site. **Redacted**

### 6.3 Regions

A series of briefing documents targeted for political audiences are being developed to assist regional colleagues in future meetings. The policy areas covered in the documents have been compiled following an analysis of previous politician meetings and relevant issues discussed in Parliament.

## 7 Heritage, Environment & Water Resourcing – Policy & Legislation

### 7.1 Listed Building Consent Order

The Government published its response to the Planning Reform consultation which confirmed that the Government is to take forward the Canal & River Trust listed building consent order as soon as Parliamentary time allows.

### 7.2 'Heritage at Risk' & the 'State of the Heritage Report' (2017/18)

'Heritage at Risk' (designated assets that Historic England or the local authorities have placed on their 'at risk' registers) is one of the key drivers prioritising works to historic structures. Over the last 14 years the number of 'at risk' Trust designated heritage assets has reduced significantly from 125 to 20. The ongoing Birmingham Roundhouse project (in partnership with the National Trust) will address the Roundhouse's inclusion on the list.

### 7.3 Air Quality

We are working with both DEFRA and Department for Transport (DfT) on their respective parts of the Clean Air Strategy that affect boats. **Redacted**. We are working with DfT (alongside partners from the Association of Inland Navigation Authorities and British Marine) to help them understand the challenges in the sector and to build evidence to support future submissions on the practicalities and implementation of any changes.

### 7.4 Litter, Plastics, Waste & Fly-tipping

We commissioned Coventry University to undertake research and produce a technical report on "Quantities and flows of litter and plastics in Canal & River Trust waterways". This technical research report is being translated into a public friendly summary document **redacted** ready for the campaign launch on 5<sup>th</sup> June 2019. **Redacted**

## 7.5 Review of Our Green Plan

In light of the points above, the current public activity around climate change contributions and the push for “net zero emissions” sooner rather than later, we will be reviewing our Green Plan to identify what the Trust can contribute to this agenda and what positions we might need to adopt. We will submit proposals to the Board on this in due course.

## 7.6 National Consultations

Since the last report in March, we have formally responded to one consultation, the UK Government’s ‘Improving our management of water in the environment’. We are currently preparing responses to live consultations including the ‘Tailored review of Historic England’; water management; plastic packaging tax; and a new Deposit Return Scheme (DRS) for bottles and cans. We will also be responding to a Welsh Government consultation on environmental principles and governance in Wales post European Union exit.

## 7.7 Redacted

## 7.8 Defra Consultation on “Improving our management of water in the Environment”

The consultation closed on the 12<sup>th</sup> of March. It sought views on a range of potential legislative changes, including clarifying when licences can be revoked or amended by the Environment Agency (EA), without compensation. Redacted.

## 7.9 New Abstraction Licencing Activity

The Trust has continued to prepare its abstraction licence applications as required under the Water Act 2003, Redacted, in time for the December 2019 deadline. Redacted.

# 8 Strategic Engagement & Partnership Opportunities

## 8.1 Community Rehabilitation

We are continuing to work with the Ministry of Justice and the New Futures Network to develop a formal ROTOL (Release on Temporary License) Programme with Prisons close to our network. We have now secured an agreement in principle with HMP Leyhill in Gloucestershire, and work will commence on 16<sup>th</sup> May, with a work party of approximately 8-10 prisoners. Robust risk assessments are in place, and a draft works programme has been agreed. If successful, a second person will be identified. Redacted

We have also commenced a strategic review of our current work with the Community Rehabilitation companies (CRC’s) – the private-sector supplier of Probation and Prison-based rehabilitative services for offenders in England and Wales. A meeting with the MoJ has been arranged for late May to take this forward.

## 8.2 Roundtable & Workshop Events hosted by Executive Agencies, sponsored by Government Departments

“People and Urban” roundtable event was hosted by CEO Marian Spain on 17<sup>th</sup> April to help shape Natural England’s future directions, which was attended by Richard Parry. A site visit is now being arranged with both CEOs which provides further opportunity to build our strategic relationship at a senior level.

Attended the Public Health England (PHE) Healthy Places stakeholders’ roundtable event on 24<sup>th</sup> April to share insight and explore potential areas of collaboration and now invited to be part of the PHE Planning Healthy Weight SPD project working group.

Sport England are currently working with Future Cities Catapult to identify infrastructure solutions to promote activity within urban settings. Solutions will have a capital focus and could potentially consider new connectivity and accessibility solutions, waymarking, digital technology / infrastructure. Attending workshop on 16<sup>th</sup> May 2019 to explore the value of connectivity and accessibility in contributing towards creating “Active Environments”.

### **8.3 Step Up to Serve (#iwill campaign) - Youth Social Action**

The Trust is being featured as a case study in ‘Step Up To Serve’s / #iwill’ 5 year impact report, which will focus on our journey as a pledge partner and showcase how we are embedding youth social action across the Trust. We are currently recruiting for our first ever national youth panel to work alongside regional and national teams to support the development and delivery of our Year of Green Action / #iwill4nature programme.

## **9 Voluntary & Statutory Funding**

### **9.1 Statutory & Voluntary Funding Review & Strategy**

A strategic and operational review of the effectiveness of our voluntary funding activities to date and the opportunities to grow voluntary income generation and deliver outcomes has been carried out by the SEI Director and team with AAW.

We are currently developing a Statutory & Voluntary Funding Strategy which is focussing upon income and outcome generation. **Redacted.**

### **9.2 People’s Postcode Lottery (PPL)**

Positive feedback from our PPL account manager at the 2019 Use of Funds review meeting on how we have integrated our strategy into the next year of funding. As a result, PPL have approved our ‘Use of Funds’ proposal for the £2.9 million funding. **Redacted**

### **9.3 Individual & Legacy Giving**

**Redacted.**

Across 2018/19, we have signed up 9,149 Friends, 7,227 newsletter subscribers in total. Three of our Friends took part in the Virgin Money London Marathon at the end of May and have so far raised around £3,000 for the Canal & River Trust. We set up a ‘cheering station’ and shared content on our social channels, with over 1,000 people viewing our short film.

Over March and April, we received two legacy gifts, totalling £216,000. **Redacted**

### **9.4 Redacted**

### **9.5 Redacted**

## **10 Planning - Statutory Consultee Performance & Planning Policy**

### **10.1 Statutory Consultee Performance 2018/19**

Under our statutory duty to respond and report, we will be able to report to the MHCLG and Welsh Government in June that we responded to 2,271 planning application consultations in England & Wales during 2018/19, with a 96% compliance response rate in England and 97% in Wales – exceeding the Government target.

## 10.2 National Consultee for NSIPs

Over the next 3 years, the Planning Inspectorate has indicated that they are expecting the same number of applications for Nationally Significant Infrastructure projects that they have seen over the last 7 years. This may have resource implications for the Trust.

## 11 High Speed Two & Other National Third-Party Projects

### 11.1 Phase 2a West Midlands to Crewe

The Trust has petitioned against the current amendments to Phase 2a primarily around the potential impact on our network of proposals to pump water into the Trent & Mersey Canal if water is lost due to the temporary lowering of groundwater in the area during construction. It is expected that a negotiated settlement will be reached with HS2 avoiding the need for the Trust to appear before the select committee on the 14<sup>th</sup> May 2019.

### 11.2 Phase 2b – Crewe to Manchester, West Midlands to Leeds

Discussions are ongoing with HS2 with the aim of addressing our concerns. **redacted**. The Phase 2b Hybrid Bill is due to be published in Summer 2020.

### 11.3 HS2 Regional Station Cities & Place making

The Trust has met with HS2's 'Head of Urban Integration' (Joanna Averley) and her team in Manchester to demonstrate the potential for transformational city shaping around the HS2 Piccadilly Station.

## 12 Planning & Design Delivery

### 12.1 Modular Housing

The Trust is concerned that the repetitive nature of the design of a limited range of modular housing types will lead to a loss of local waterway character. However, the speedy delivery, and potential for sustainability of modular housing is attractive to the Government and local authorities seeking to address the housing supply crisis. We have discussed the production of a joint publication with the TCPA to emphasise the importance of local distinctiveness and place making through all forms of development including modular housing.

### 12.2 London Prospectus

The London Prospectus is being finalised and will be launched on 22<sup>nd</sup> July 2019 as part of London National Park City event. We are working with the Mayor of London on the first National Park City Festival. The festival runs from 20-28 July 2019 and will mark London becoming a National Park City and celebrate London's amazing outdoors.

### 12.3 Icknield Port Loop, Birmingham

The Trust's partnership project with Urban Splash and Places for People was covered in the Daily Telegraph property section (<https://www.telegraph.co.uk/property/uk/kayak-work-live-canal-welcome-new-amsterdam-midlands/#comments>) on the 22<sup>nd</sup> of April with an emphasis on the health and wellbeing benefits of living beside water.

### 12.4 Old Oak Park Royal Development Corporation (ODPC)

The Canal Placemaking Study commissioned by the OPDC, working closely with the Trust, is nearing completion with a proposed canal-based launch event for stakeholders and the public being planned for July 2019 in Park Royal.

## 12.5 Planned Street Art Competition in Sheffield

We are producing a three-year Street Art Competition plan. A year 1 detailed plan for Sheffield has been produced as a trial project, developed with the regional team, to utilise local expertise and knowledge. **redacted** Year 2 will focus on Coventry, City of Culture, and a year 3 will address the Commonwealth Games opportunity in Birmingham. A research report on the damage caused to heritage assets by graffiti and new innovative techniques for protection and removal will be commissioned to support our communications and campaigns plan.

**May 2019**