



**Canal &
River Trust**

Making life better by water

MEETING OF THE BOARD OF TRUSTEES

Items in red are confidential

Minutes of a meeting of the Board of Trustees (the Trustees) of Canal & River Trust (the Trust) held at 8.00am on Thursday 24 May 2018 at The St David's Hotel & Spa, Havannah Street, Cardiff, CF10 5SD

Present

Allan Leighton, Chair
Dame Jenny Abramsky, Trustee and Deputy Chair
Ben Gordon, Trustee
Janet Hogben, Trustee
Sir Chris Kelly, Trustee
Nigel Annett CBE, Trustee
Manish Chande, Trustee

Apologies

Frances Done CBE, Trustee
Sue Wilkinson, Trustee
Tim Reeve, Trustee

In attendance

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

18/031 APOLOGIES

Apologies were received as noted above.

CHAIR'S WELCOME AND REMARKS

The Chair welcomed all attendees to the meeting, thanked Nigel Annett for organising an excellent Afternoon Programme and Reception for the Trustees the previous day and acknowledged very sad recent passing of Roger Hanbury, who had made a huge contribution to the Trust and the country's Inland Waterways in general.

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

18/032 **REGISTER OF INTERESTS AND DECLARATION OF INTERESTS IN ANY MATTER ON THE AGENDA**

The attendees declared interests set out in **Information Report Trust340**.

NA declared a family relationship with a Non-Executive Director of Pobel Housing Association.

No further declarations of interest were made..

18/033 **MINUTES AND SCHEDULE OF ACTIONS**

The minutes of the Board of Trustees meetings held on 22 March 2018 were approved.

redacted
reacted

18/034 **Brand Relaunch – verbal update**

A short video was played with images from the day of the brand relaunch which was well received by the Trustees.

RP then gave a verbal update on the ongoing activities to underline the key messages.

18/035 **Performance Measures 2018/19 [Trust341]**

RP presented **confidential report Trust 341** which set out the proposed performance measures and targets for the year 2018/19.

18/036 **Annual Safety Report - Operating Year 2017/18 [Trust342]**

JS presented **confidential report Trust342** which outlined 2017/18 financial year safety performance for the whole of the Trust's business including Visitors, Employees, Volunteers and Contractors. The report also provided an analysis of the performance and proposals to drive our safety management plan for the next 3 years.

Highlights of the report included

- a summary of the Trust's first annual "Health & Safety Conference" (attended by joint operations and direct services teams) ,
- Trust's Membership of National Water Safety Forum,
- reduction in Riddor injuries and total loss and injury events (although we a small rise in infrastructure related incidents) and
- good AFR of 0.09 for the year.

18/037 **Annual Update from Asset Improvement – presentation only**

SB gave a **presentation** to the Board, highlighting the performance of Asset Delivery in 2017/18.

The presentation included

- summary of priority works
- update on Trust's, apprentice and trainee programme
- response to the Middlewich breach (total estimated cost at between £2m - £3m)
- volunteer delivery and
- asset strategy progress.

18/038 **Boat Owners Views Survey 2018 [Trust343]**

JS presented **confidential report Trust343** which updated the Board on the findings from the 2018 Boat Owners Views Survey.

18/039 **National Advisory Groups Update [Trust344]**

RP presented the information Report **Trust344** which give the Board and update on the role and current work of the Trust's Advisory Groups.

18/040 **GDPR: Trust Approach to Compliance [Trust345]**

TD presented **confidential report Trust345** which gave the Board an update on the Trust's approach to compliance with the EU General Data Protection Regulation ("GDPR") which comes into force on 25 May 2018. The report also brings together the individual actions being taken by the Trust into a GDPR Action Plan.

18/041 **Review of Council Report [Trust346]**

RP presented the report **Trust346** which gave the Board an opportunity to review the draft Report on the Independent Review of Council.

18/042 **Legal & Governance Services Report [Trust347]**

TD presented Report **Trust347** and set out the governance matters which require a decision by the Board and to update the Board on salient legal matters not already covered in the various other Board papers.

The Board:

- Approved the appointment of Tom Deards to the Waterway Ombudsman Committee in place of Gill Eastwood who retires on 30th June 2018.

- Approved the appointment of Tom Deards as the Trust's Data Protection Officer for the purposes of GDPR.
- Approved the appointment of Peter Walker as the employer nominated Director of the corporate trustee Waterways Pension Fund Trust Ltd to replace Ian Jarvis who has resigned, with effect from 30th June 2018.
- Ratified the appointments of the Regional Advisory Board Chair and members as set out in the report.

18/044 **Chief Executive's Report [Trust349]**

The Board noted the Chief Executive's **Information Report Trust348** and the appendices which had been prepared by the Executive Directors.

In relation to **Appendix 3 Health & Safety Report**, JS confirmed that this had been already been covered in report Trust324.

In relation to **Appendix 4: Operations Report** JS highlighted various items in her report including breach of Little Black Moss reservoir and Regional Director appointment announcement, exceeding of targets on education and volunteers.

In relation to **Appendix 5: Asset Report** SB confirmed nothing further to add to presentation at agenda item 18/037.

18/045 **Finance Director's Report [Trust350]**

SK presented her **confidential Information Report Trust350** which was noted.

18/047 **AOB**

RP handed out indicative front end pages of Annual Report and Accounts, showing new branding.

18/048 **Close**

Date of the next meeting – • Thursday 19 July 2018 (North West - Macclesfield)

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

Chair

NATIONAL ADVISORY GROUPS UPDATE

Author Richard Parry, Chief Executive

1 PURPOSE

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

2 OVERVIEW

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

3 THE GROUPS

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

Advisory Group	Chair	Lead Director	Lead Manager
Arts on the Waterways	Jonathan Watkins	Julie Sharman & Heather Clarke	Tim Eastop
Environment	Ed Mitchell	Heather Clarke	Peter Birch
Freight	David Quarmby	Julie Sharman	Richard Rutter
Heritage	Nigel Barker-Mills	Heather Clarke	Nigel Crowe
Museums	Sam Mullins	Stuart Mills	Graham Boxer
National Angling	Ian Trayer	Julie Sharman	John Ellis
Navigation - Operations	Mike Carter	Julie Sharman	Tony Stammers
Navigation - Licensing & Mooring	Mike Annan	Julie Sharman	Jon Horsfall
Volunteering	Gennie Dearman	Julie Sharman	Edd Moss
Youth Engagement	Chloe Donovan	Julie Sharman	Ani Sutton

- 3.2 Groups meet as required, typically 3 times a year, but the pattern is varied to meet need. The Freight Group, for example, is not currently meeting as a group but members provide their specialist support as required. The Groups work to agendas

jointly agreed by the Lead Manager and Chair and they each periodically report to the Chief Executive on their work.

4 APPOINTMENTS

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

5 CONTRIBUTION

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

6 CONCLUSIONS AND RECOMMENDATIONS

- 6.1 The Board is invited to note this paper. A further update will be provided in May 2019.

May 2018



ARTS ON THE WATERWAYS ADVISORY GROUP – MAY 2018

NAME OF THE GROUP	ARTS ON THE WATERWAYS
CRT LEAD MANAGER	Tim Eastop, Arts Development Manager
CHAired BY	Jonathan Watkins, Director, IKON Gallery
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Jonathan Watkins, Chair	Director of the Ikon Gallery since 1999, Jonathan is internationally known as a leading UK-based curator and director of visual arts. He has worked in London as curator of the Serpentine Gallery, and has curated many exhibitions in this country and abroad including: the Biennale of Sydney (1998), Tate Triennial (2003), Shanghai Biennale (2006), Sharjah Biennial (2007), Guangzhou Triennial (2012) and the Iraqi Pavilion for the Venice Biennale 2013
Ian Banks	Director Atoll Ltd - Ian is both a chartered architect and a public art consultant. a micro art + architecture collaborative that partners with an ever-changing network of creative artists, architects, landscape architects, engineers, designers and curators. Member of NW Waterways Partnership. Term Ended
Tamsin Dillon	Tamsin is a leading curator based in the UK. She was Director of Art on the Underground, the highly regarded contemporary art programme within a world-leading underground transport. Tamsin recently curated 14-18-NOW, a major initiative focused on the centenary of the First World War, and for the Kings Cross Partnership. She was interim Head of Exhibitions and Displays at TATE Liverpool in 2014.
Claire Doherty	Claire is the founder Director of Situations. She was awarded a prestigious Paul Hamlyn Breakthrough Award as an outstanding cultural entrepreneur and in 2012 led Situations to become an independent arts organisation and charity. From 2015 Situations became an Arts Council England National Portfolio organisation.
Mark Dunhill	Mark is Academic Dean at Central St Martins with responsibility for the programmes of Art, Culture and Enterprise, Drama and Performance, and Graphic Communication. He was chair of the National Association for Fine Art Education between 2008-12 and has been a trustee and advisor for independent and public arts organisations.
Deirdre Figueiredo MBE	Deirdre is currently the Director of Craftspace, based in Birmingham, which works in partnership with makers and artists, audiences, venues and a diverse range of

	organisations to push boundaries and perceptions around contemporary crafts practice, touring exhibitions and audience development.
Manick Govinda	Mark is Head of Artists' Advisory Services and Artists' Producer at the leading artists agency, ArtsAdmin. He is also a non-executive director of a-n The Artists' Information Company and a freelance writer and campaigner on free expression on arts and immigration issues.
Marianne McNamara	Marianne joined Mikron, the famous boating and touring theatre company, as an actor in 2003. Since then she has worked for the company as an actor, administrator, director, youth worker and now as Artistic Director, taking the company to new heights.
Judith Palmer	Judith has been Director of the Poetry Society since 2008. She has worked previously for influential organisations including: Arts Catalyst, Arts Council England, Royal Botanic Gardens Kew, Barbican Centre, The Women's Library and Gunpowder Park. She has been a freelance correspondent working for national media including BBC R4, The Independent and the Sunday Telegraph
Megan Piper	Director, Piper Gallery and The Line Megan is a contemporary art dealer based in London. Her exhibitions look at rediscovering and re-evaluating artists who have been working since the 60s and 70s. She also manages private sales and acquisitions of secondary market work. Megan is the co-founder of The Line, London's first dedicated modern and contemporary art walk alongside the lower River Lea.
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> • The Memorandum of Understanding signed with Arts Council England until 2019 is reviewed annually by the group. Last review was in June 2017 – which was the final meeting of this cohort of Advisory Group members • At this meeting the group discussed the progress of 2017 Arts on the Waterways Programme update 2017. There were very positive general observations and helpful constructive advice around a new project called Hinterlands • The group applauded the findings of both internal evaluation and external evaluation of the programme over the past 4 years • Key findings were: <ol style="list-style-type: none"> 1. Backed by the MoU, the arts programme levered more than £4.5m for artworks that benefited communities and visitors (£10 return for every £1 we invested) 2. 81% at arts on waterways events in 2016 said they were more likely to attend waterways sites if there was contemporary art, more than in 2015. Once on-site, visitors took part in other aspects of

	<p>the canal offer – 75% visiting the canal and 50% using cafés or eating on site.</p> <ol style="list-style-type: none"> 3. Research by the Association of Leading Visitor Attractions (ALVA) shows how heritage sites experience significant increases in visitor numbers after presenting quality arts events 4. We have worked with over 400 artists, reaching more than 450,000 people who were engaged in more than 550 separate events, workshops and talks <ul style="list-style-type: none"> • The group discussed an excellent presentation by Advisory member Tamsin Dillon on the King’s Cross Project: Commissioning for public spaces and buildings in King’s Cross • Prominent projects: <ol style="list-style-type: none"> 1. UP projects partnered with Canal & River Trust to present The Floating Cinema, which toured from Sheffield to Hull from 1 July–13 August 2017, as part of the Hull City of Culture celebrations 2. Canal Laureate, Luke Kennard, performed at the Welshpool Poetry Festival with a reading on 10 June at Church House, Welshpool; at the waterside setting of Café 1804, Bosworth Marina on 13 June he performed poems inspired by the Ashby Canal in Leicestershire 3. Idle Women On the Waterways arrived at Shepley Bridge marina in Mirfield amidst International Womens Day celebrations, March 2017 4. A three-year artist residency programme partnered, Arts Council of Wales and Addo curating agency and Oriol Davies concluded with an well attended exhibition at Oriol Davies Gallery in May July 2017 5. Changing Places was a unique touring programme with the Trust and the acclaimed Film & Video Umbrella. Consisted of moving-image work by artists from India, Pakistan and Bangladesh presented in historical waterways venues July through Sept 2017: The House Mill, Lea Navigation; Roundhouse, Birmingham New Mainline; National Waterways Museum, Shropshire Union and Canal Quarry Bank Mill
<p>KEY ISSUES ARISING OVER THE LAST 12 MONTHS</p>	<ul style="list-style-type: none"> • The advisors helped address the future direction of the programme in relation to emerging focus of the Trust on community engagement and wellbeing value of arts to the Trust • The discussion helped shape the bids to Arts Council England for phase one of Hinterlands, a national programme of socially engaged arts projects along five remote stretches of waterways, supporting our vision and focus on areas of environmental and social decline



ENVIRONMENTAL ADVISORY GROUP – MAY 2018

NAME OF THE GROUP	ENVIRONMENTAL
TRUST LEAD MANAGER	Peter Birch, National Environmental Policy Advisor
CHAired BY	Ed Mitchell
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Ed Mitchell (as Chair)	Director of Environment Pennon Group, Wastewater Operations Director South West Water. Formerly: Independent Chair/Deputy Chair at South West Water and Director at the Environment Agency, with background in the water industry.
Rafid Al Khaddar	CIWEM representative. University Professor, has supported research/volunteering links for Environment team.
Caroline Essery	Caroline has worked as an ecologist for over 20 years promoting and advising on the sustainable management of watercourses. Currently with the Environment Agency advising on a wide range of topics relating to the conservation and enhancement of the water environment
Bruce Lascelles	Head of natural environment team at Hyder (the Trusts PSC consultant, now a division of Arcadis)
Arlin Rickard	Chief Executive of the Rivers Trusts, strong advocate for Water Framework Directive issues especially Fish Passes – has supported the Trust in a pragmatic approach with Environment Agency and helped to leverage external funding for fish passes on our weirs
Lindsay Frost	Chartered Town planner, former local planning officer
Angela Mayson	Head of Living Landscapes South for Derbyshire Wildlife Trust
Duncan Mackay	Principal Advisor – Reconnecting People & nature team – Natural England; supports our MoU with Natural England and ongoing Chief Exec liaison
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Environmental Asset Management – how the Trust is building environmental assets into our Asset Management Strategy and linking to Payment for Ecosystem Services and Natural Capital approaches used elsewhere – piloting with funding from Welsh Government. (Helped inform development of asset inspection arrangements for environmental assets) • Joint meeting with Fisheries & Angling group on common issues including Fish/Eel passes and especially the “Unlocking the Severn” £20m externally funded project bid.

	<ul style="list-style-type: none"> • Outcomes Measurement Framework and draft for State of the Waterways Environment report
<p>KEY ISSUES ARISING OVER THE LAST 12 MONTHS</p>	<ul style="list-style-type: none"> • Continuing support for the Trust to be more vocal on environmental issues that affect our environmental assets – such as Brexit; pending legislation; development of Natural Capital approaches by Government; Defra's 25-year Environment Plan etc.



FREIGHT ADVISORY GROUP – MAY 2017

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

NAME OF THE GROUP	FREIGHT
TRUST LEAD MANAGER	Richard Rutter, Research & Impact Manager
CHAIR	David Quarmby
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
David Quarmby, Chair	Respected transport professional with a wealth of experience encompassing business, government, public bodies and academia Attends the NE Waterway Freight Stakeholder Group
Mike Garratt	Regularly attends the NE Waterway Freight Stakeholder Group
Mark Grimshaw-Smith	Available to be recalled to the Advisory Group if required
James Hookham	Available to be recalled to the Advisory Group if required
David Lowe	Regularly attends the NE Waterway Freight Stakeholder Group
Ian Wainwright	Available to be recalled to the Advisory Group if required
John Dodwell	Proxy Advisory Group Member and regularly attends the NE Waterway Freight Stakeholder Group
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> Developing proposals for the NE waterways responding to the Trust’s Waterborne Freight Policy and the UK Government’s focus on Transport for the North
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	Key work streams have included: <ul style="list-style-type: none"> Securing c£125,000 from EU Interreg North Sea Region for freight enabling works on the Aire & Calder. The

	<p>project, Inland Waterways Transport Solutions 2.0 will deliver</p> <ul style="list-style-type: none">○ Engineering and Technical Study of Bullholme Lock○ Freight Flow mapping exercise of the Humber Ports (with a view to seeing what cargoes can be carried on the A&C into Leeds City Centre) <p>More info on the project can be found here; http://northsearegion.eu/iwts20</p> <ul style="list-style-type: none">● Expression of Interest submitted to WYCA for £2m funding for the construction of Leeds Inland Port. Decision pending● Full bid submitted to Interreg North Sea Region for the CONNECT project which will finance advanced telemetry and water control systems to safely enable freight vessels to confidently navigate through low-level bridges on the Aire & Calder. Bid value is c£300,000● Successfully influenced the WYCA Transport Strategy 2040 to include specific references to inland waterway freight transportation● Provided a formal response to Transport for the North's Strategic Transport Plan and also their Central Pennine Corridor Strategic Corridor Study to include references to inland waterway freight transport and also our aspiration for an Inland Port of Leeds● We have maintained a presence at a number of Freight conferences and seminars to promote our current work and aspirations● We have commissioned detailed costs and designs for Stourton Wharf
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HERITAGE ADVISORY GROUP – MAY 2018

NAME OF THE GROUP	HERITAGE ADVISORY GROUP
TRUST LEAD MANAGER	Nigel Crowe, National Heritage Manager
CHAired BY	Nigel Barker-Mills
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Nigel Barker-Mills, Chair	Former London Director at Historic England. Has a wealth of experience and knowledge covering heritage assets and the historic environment
Peter Brown	Member of the Railway & Canal Historical Society and boater. Also on the Trust's Council
Harriet Devlin	Historic Conservation course leader at Birmingham City University
Keith Falconer	Retired English Heritage Head of Industrial Archaeology. Expert consultant
Philip Grover	Architect/Planner and expert heritage consultant
Edward Holland	Formerly with Prince's Regeneration Trust, now a heritage consultant
Nicki Schiessel Harvey	Senior lecturer within Birmingham City University's School of Engineering & the Built Environment. Assistant HLF monitor for the Cotswolds and the Droitwich canal projects
Jane Kennedy	Director of Purcell: architects, designers, heritage consultants
John Yates	Architect, historic boat and industrial heritage specialist. Past chairman of the Boat Museum Trust and a former chair of the Institute of Historic Building Conservation. He is also a member of the North Wales & Borders Waterways Partnership and a member of the Trust's Council
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<p>7 July 2017</p> <ul style="list-style-type: none"> • Heritage at Risk update • Archaeology on the waterways • National Listed Building Consent Order update & video • Heritage Action Zones • Inscriptions on lock beams update • Operational property review <p>10 November 2017</p> <ul style="list-style-type: none"> • Property presentation – S Mills • Enterprise presentation – J Leach • APPG Industrial Heritage update • Enhancing HAG skills

	<p>Additional activity</p> <ul style="list-style-type: none">• Comments from HAG on a number of third party planning applications affecting waterways heritage• Comments relating to Marple Aqueduct safety railings
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none">• New Chair successfully 'inducted' into HAG• Continued support for National Listed Building Consent Order• Ideas for funding sources and HLF projects• Heritage at Risk



UPDATE ON THE MUSEUMS ADVISORY BOARD – MAY 2018

NAME OF THE GROUP	MUSEUMS ADVISORY BOARD
CRT LEAD MANAGER	Graham Boxer, Head of Museums
CHAired BY	Sam Mullins, Director London Transport Museum
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Sam Mullins	Director London Transport Museum Sam's career has been based on a passion for museums, their narratives and their potential as spaces for education, engagement and entertainment. He has led the creation and development of this potential in a number of museums through a strong personal vision, strategic awareness and an ability to build creative and aspirational teams. Specialties: Sustaining creative teams, advocacy, interpretation, strategic development, stakeholder relations.
Jonathan Bryant	Consultant, Roseangle Jonathan has a record of strategic, planning and operational success in the heritage business - a career which began as a student volunteer on the Wey & Arun and Droitwich Canals. He now runs a small company, Roseangle, which provides consultancy and interim management services. It specialises in developing new roles for fixed, moveable and intellectual heritage assets.
Emma Chaplin	Consultant, Heritage and Museum Services Emma is an experienced museum professional, having worked in curatorial and senior management roles in independent and local authority museums for over 20 years. Emma's area of expertise is in museum collections management and has managed her own successful museums and heritage consultancy business since 2009, working with clients across the UK, ranging from national organisations to volunteer run museums. Emma was formerly Keeper of Collections at the (then) Boat Museum in Ellesmere Port.
Bill Ferris	Chief Executive, Chatham Historic Dockyard Trust Trained as an accountant, Bill has had a varied career. He ran his own wholesale and retail bakery business in Devon for six years before moving into the heritage sector in 1988, when he became the first Commercial Manager at the Yorkshire Mining Museum (now the National Museum of Coalmining), seeing it through its last phases of development and early years of operation. Bill went on to run a series of "commercial" heritage projects for Heritage Projects Ltd and became their Operations Director

	<p>for seven years responsible for seven projects nationally with combined visitor projections in excess of 1 million per annum. He joined Chatham Historic Dockyard Trust, as Chief Executive, in December 2000, to develop a strategy that would lead to long-term revenue sustainability. More than £40 million has been raised to invest in the site and today there are 115 homes, more than 100 businesses on the site and annual visitor numbers are 170K, combined activities generate more than £16m to the local economy. Bill was awarded the OBE for Services to Heritage in the 2011 Queen's Birthday Honours and was made a Deputy Lieutenant of Kent in January 2016.</p>
Rob Lansdown	<p>Consultant, Platanus London</p> <p>Drawing on his experience leading many architectural, narrative, media and IM projects, Rob has formed a small consultancy, Platanus London, to work with not-for-profit institutions and their professional teams. Focusing on functional, architectural and system developments, specifically aimed at creating sustainable and resilient institutions. As a keen walker, Rob has acted as a Lead Volunteer Towpath Ranger for the Trust in the London Area for the last four years and joined many towpath taskforce workdays.</p>
Andrew Lovett	<p>Chief Executive, Black Country Living Museum</p> <p>Andrew has 20 years senior-level experience, working in the museums, leisure, arts, heritage and protected landscape sectors. He is a member of the National Museums Directors Council and the Association of Independent Museums Council. Also the co-founder of the Museums and Resilient Leadership Programme, led by Black Country Living Museum and designed to help those working in the cultural sector build resilient organisations for the 21st Century.</p>
Marilyn Scott	<p>Director, The Lightbox</p> <p>Marilyn is a Director of the UK Gallery and Museum, The Lightbox, which opened in September 2007. She has spent her career in museums and worked in national, regional and local museums and The National Trust. Marilyn set up the Museums MA programme at The University of Greenwich. More recently, she has been a consultant on a number of new museum developments. Her strengths are fundraising, governance and business planning. Marilyn is an AIM Council member and Trustee of a number of museums and heritage organisations.</p>
Dr Matthew Tanner MBE	<p>Director, SS Great Britain</p> <p>Matthew has worked in the heritage sector for some 25 years, formerly for the Scottish Fisheries Museum and National Museums Liverpool. He was appointed Director & Chief Executive of the SS Great Britain Trust in 2000. In 2010, Matthew led the project to create the new Brunel Institute learning and archive centre in Bristol, incorporating the National Brunel Archive. He is a Vice</p>

	<p>Chairman of the Association of Independent Museums, a Trustee of the Black Country Living Museum Ltd, sits on the regional board of Arts Council England, and advises on many other museum projects. He is a Non-Executive Director of Destination Bristol Ltd and a member of the Bristol Chamber of Commerce and Initiative. He chairs the Bristol Harbourside Forum, and is a Vice President of Underfall Trust. Matthew was awarded a Doctor of Laws Honorary Degree from the University of Bristol in July 2015 in recognition of his work to turn the ss Great Britain into one of the region's finest landmarks.</p>
<p>Robert Turner</p>	<p>Director, Eura</p> <p>Robert is a founding director of Eura Conservation Ltd with 30 years' experience covering all aspects of conservation. He is a member of Icon, The Institute of Conservation; the International Institute of Conservation; the Museums Association; RICS, the Royal Institute of Chartered Surveyors; the Historic Metallurgy Society and The International Committee for the Conservation of Industrial Heritage. Robert is an accredited conservator, an accreditation assessor for Icon and a screening panel member for the BEKO Award for Conservation in the Community. He was Eura's internal mentor for two pilot programmes for Icon's Conservation Technician Qualification Scheme. Robert was the ss Great Britain's conservation consultant, funded by the Heritage Lottery Fund, for the production of Volume 2 of the Conservation Management Plan. With the Director of the ss Great Britain Trust, he developed the concept of the "glass sea", the water-covered glass waterline plate that allowed preventive conservation to be applied to 75% of the ship. He was the conservation director and project manager for the subsequent contract where preventive and interventive work was carried out on the ship. Eura was runner up for the Pilgrim Trust Conservation Award for this project.</p>
<p>TOPICS CONSIDERED IN THE LAST 12 MONTHS</p>	<ul style="list-style-type: none"> • Last met in September 2017 • The Advisory Board has been considering the role of the museums in the Trust and how best it can work with the Trust to develop a more sustainable Museum service
<p>KEY ISSUES ARISING OVER THE LAST 12 MONTHS</p>	<ul style="list-style-type: none"> • None



NATIONAL ANGLING ADVISORY GROUP – MAY 2018

NAME OF THE GROUP	NATIONAL ANGLING
TRUST LEAD MANAGER	Peter Birch National Environment Manager and John Ellis National Fisheries & Angling Manager
CHAired BY	Professor Emeritus Ian Trayer
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Ian Trayer, Chair	An angler for more than sixty years, Ian is a retired professor of biochemistry. Now volunteer Fisheries Officer for Barnt Green Waters Ltd, who manage the Bittell Reservoir SSSI complex, Ian has a specific interest in water quality, genetics and aquatic ecosystem management
David Kent	Board member of The Angling Trust. Chairman of The Angling Trust Freshwater Group. David has volunteered in numerous capacities in fisheries and angling for over 40 years. David plays a lead role in the organisation of joint Canal & River Trust and Angling Trust competitions. David is also a Canal & River Trust Council member
Kye Jerrom	A fisheries technical specialist with the Environment Agency Anglian Region (Cambridgeshire & Bedfordshire), Kye is lead for fisheries ecology, legislation, fisheries management and angling along with angling participation and Voluntary Bailiffing Service. Kye is also a Division One national angler.
John Castle	For many years, John has served on various angling club committees, currently Kings Langley Angling Society. He remains an active angling coach, working with young people in Hertfordshire and North London
Peter Fieldhouse	A volunteer director of the Professional Anglers Association with close links to National Fishing Month. Peter remains an active deliverer of angling coaching activity throughout the Midlands and is actively involved in the Trust's Let's Fish Campaign
John Johnson	For many years, a committee member of Notts AA, John is a canal-based match angler, focusing on the Midlands canals. In 2017, John ran a qualifying heat of the Canal Pairs Championships on the Trent & Mersey Canal.
Dick Pilkinton	Chairman of The Tring Anglers and a South East Partnership Board member, Dick remains an active angling coach and is involved through his club and the South East partnership in the Trust's Let's Fish Campaign. He is also a keen boater
John Sutton	Recently retired as a fisheries scientist having spent over 30 years in the fisheries sector with the Environment

	Agency and its predecessors. John is also involved in wildlife photography and film making
Andy Strickland	A retired chartered accountant, Andy is now the general secretary of Prince Albert Angling Society, the largest angling club in the UK with around 10,000 members. He manages a portfolio of over 200 fisheries including over 40 that are owned outright and more than 20 SSSI's, including sections of the Montgomery Canal SSSI
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<p>This is a summary of topics discussed in the March 2018 meeting:</p> <ul style="list-style-type: none"> • Restructure update and opportunities for fisheries • Let's Fish Campaign 2018 plans and exploring opportunities to expand the programme in partnership with existing angling clubs and other partner groups. • Exploring options for Trust involvement in angling participation in 2019 and beyond. • Boat Moorings, issues and potential opportunities for ensuring angling access is maintained, ensuring Trust fisheries remain viable for clubs to rent. • Non-native invasive fish species management programme <p>This is a summary of key issues discussed at the November 2017 meeting</p> <ul style="list-style-type: none"> • South East angling club research, report by Substance • Fisheries website and social media updates and exploring future • Towpath asset management strategy • Fish mortality and pollution response <p>An additional meeting was held on 6 December to specifically focus on the opportunities for fisheries and angling to best deliver Trust objectives in view of the upcoming internal restructure</p> <p>This is a summary of key issues discussed at the July 2017 meeting</p> <ul style="list-style-type: none"> • Environmental Risk Assessments • Phosphates in inland fisheries • Impact of fisheries and angling on protected sites • Trust vegetation management and fisheries • Fish and eel passage • Unlocking the Severn update
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	-



NAVIGATION ADVISORY GROUP (LICENSING & MOORINGS) – MAY 2018

NAME OF THE GROUP	NAVIGATION ADVISORY GROUP (LICENSING & MOORINGS)
TRUST LEAD MANAGER	Jon Horsfall (NAG L&M facilitated by Matthew Symonds)
CHAired BY	Mike Annan
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Mike Annan, Chair	Currently chairman of the Buckingham Canal Society
Paul Le Blique	A professional engineer and narrow boater of many years. Currently responsible for Navigation Authority Liaison for the Association of Waterway Cruising Clubs (AWCC), formerly Chair AWCC
Beryl McDowall	An officer of the Residential Boat Owners' Association (RBOA) since 1999. Owns small-scale mooring site on River Soar as well as leading a small Trust volunteer group
Timothy Parker	Former chairman of Association of Pleasure Craft Operators (APCO). Retired recently from Black Prince Holidays Ltd – a major hire fleet – where he was managing director
Gren Messham (resigned October 2017)	A boat owner for more than 30 years and has previously been involved in waterways restoration. Gren is currently a trustee of the Inland Waterways Association
Mark Tizard	Vice chair of the National Association of Boat Owners. With over 35 years of boating experience, Mark currently spends three to four months a year cruising away from his home mooring
Alison Tuck	A live aboard boater for 11 years, has been a continuous cruiser and now runs a business from her boats. A former chair of the Roving Canal Traders' Association, Alison was one of the Trust's first volunteer lock keepers and leads an adoption group in Birmingham
Diane Warner	On the board of directors of DBA The Barge Association, Diane has regularly volunteered with the Trust and the WRG, and administers two waterways-related Facebook groups
Dave Williams	A live aboard boater who has extensive experience as a finance director and currently runs an internet payroll bureau
Lee Wilshire	A member of London's Better Relationships Group and is working on a number of projects on the canal network, from affordable moorings to a recycling barge. Lee, who is a planner and urban designer, lives on his boat

<p>Samantha Worrall</p>	<p>Lives on her boat on the Kennet & Avon Canal and works for Julian House, a charity offering direct support to the socially excluded, as gypsy, traveller and boater outreach and engagement officer</p>
<p>TOPICS CONSIDERED IN THE LAST 12 MONTHS</p>	<ul style="list-style-type: none"> • Boat Licence Review, stage 1 (June 17) • Air Quality Plans (Government Consultation) (June 17) • London Mooring Strategy (LMS) – draft headline proposals (June 17) • 17/18 Winter Moorings draft proposals (June 17) • Boat Licence Review, stage 2 (Oct 17) • Equality Act Policy (Oct 17) • London Mooring Strategy (LMS) – consultation (Oct 17) • Draft Online Mooring Policy (Oct 17) • Wide Beam Boats (Oct 17) • Share the water space (unpowered craft) (Oct 17) • Boat Licence Review – stage 3 (Feb 18) • London Mooring Strategy (LMS) – update on consultation (Feb 18) • Capability to cruise – pilot questionnaire (equalities adjustments) (Feb 18) • Boat Owners Views survey (Feb 18)
<p>KEY ISSUES ARISING OVER THE LAST 12 MONTHS</p>	<ul style="list-style-type: none"> • Boat Licence review and how boats should be charged, in particular wide beam boats • Managing the space in the London waterway area in light of continued growth in boat numbers • Use of external agents to manage no-mooring zone within the Queen Elizabeth Olympic Park • Cruising patterns for boaters without home moorings with school age children • The perceived increase in wide beam boats and issues where they are situated on unsuitable waterways • Ongoing discussion about the monitoring of CC boat movement and the consistent implementation of the new process (including restricted licences)
<p>KEY ISSUES COMING UP OVER THE NEXT 12 MONTHS</p>	<ul style="list-style-type: none"> • Implementation of the Licence Review decision • Agreement on and implementation of the final London Mooring Strategy • Proposals to address concerns about wide beam boats on inappropriate waterways • Implementation of the Trusts new structure, particularly the new regions and separation of the national BLCS team • Winter mooring proposals (National) for 2018/19 (due June 18) particularly in light of the new regional structure • Agreement and implementation of new Online Mooring Policy (particularly proposed changes to end of garden moorings to include private land as well residential properties)

	<ul style="list-style-type: none">• Review of short-stay mooring framework – expected to be required as a result of the revised Online Mooring policy• Continuation of the CC process (potentially resulting in the removal of non-compliant boats) (tbc)• Trust approach to smoke and pollution from boats and growing focus from government on air pollution (tbc)• Potential issues – implementation of water extraction legislation and any potential impact on maintaining water levels for navigation (tbc)
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NAVIGATION ADVISORY GROUP (OPERATIONS) – MAY 2018

NAME OF THE GROUP	NAVIGATION ADVISORY GROUP (OPERATIONS)
TRUST LEAD MANAGER	Tony Stammers
CHAired BY	Mike Carter
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Mike Carter, Chair	Boat safety scheme examiner and boat surveyor, member of CBOA
John Baylis	Private Boater, Cromford Canal Society
Gareth Jones	Private Boater, joined group January 2018. Gareth is a member of the RBOA
Sue Cawson	Private Boater, Navigation officer HNBC
Kevin East	Access Officer, British Canoeing
David Fletcher	Private Boater & Boat Safety Scheme Technical Committee Chair
David Gibson	Observer, Ramblers Association
Steve Wood	Private Boater, joined group January 2018. Steve is a Committee member and work party organiser for the Burslem Port Trust, leads the Uttoxeter Canal project, and is Deputy Chairman of IWA North Staffs & South Cheshire Branch
Nigel Stevens	Proprietor Shire Cruisers and a Member of the Manchester, Pennine & Potteries Waterway Partnership
Vaughan Welch	Council Observer, Elected Member, Private Boating
David Gibson	Council Observer, Ramblers Association
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<p>Vegetation management – NAG members have provided support to the Trust on development of the specifications and priorities for vegetation management</p> <p>Dredging – NAG members have provided support to the Trust on development of the specifications and priorities for dredging</p> <p>Spindles and Pawls – NAG members provided excellent support to the project team to find suitable solutions to issues raised</p> <p>Strong Stream Warning systems – updated NAG on progress with SSW approaches. Received NAG input on priority sites for action</p> <p>Waterway dimensions – NAG members have provided support to the Trust on updating and checking the</p>

	<p>accuracy of the waterway dimensions published on the website</p> <p>Stoppage Planning – NAG members have been advising stoppage planning group on winter stoppages</p> <p>Production of boating safety videos – NAG members has taken leading role in producing boating safety videos, providing boats and advice on what and where to film. Currently in production are further videos on tunnel safety, tiller risks and safe lock operations</p> <p>Advising on Navigational Standards</p>
<p>KEY ISSUES ARISING OVER THE LAST 12 MONTHS</p>	<p>Spindles and Pawls – advising caution on the pawl modification programme proposed by the Trust. Moratorium applied until agreed and defensible way forward identified. NAG have been very supportive and assisted in the project development. Instrumental in producing a boater education video on the safe use of paddle gear</p> <p>Stoppage planning – NAG playing a support role in the planning of stoppage. Input on timing and alternative routing to ensure impact of this essential work on network availability in minimised</p>



VOLUNTEERING ADVISORY GROUP – MAY 2018

NAME OF THE GROUP	VOLUNTEERING
LEAD MANAGER	Sean McGinley, Waterway Manager East Midlands & Edd Moss, National Volunteering Manager
CHAired BY	Gennie Dearman
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Gennie Dearman (Chair)	Chief Operations Officer at the Engineering & Development Trust
Mike Elliott	Operations Director at the Cats Protection League (previously National Trust Volunteering & Community Involvement Manager)
Dominic Higgins	Nature & Wildlife Manager, The Wildlife Trusts
Alex Nicholson-Evans	Volunteering Development Team Leader at the Birmingham Museums Trust
Mike Palmer	Inland Waterways Association Trustee and Director & Chair, Waterway Recovery Group
Jon Stopp	Member of the Manchester, Pennine & Potteries Waterways Partnership, Lead Volunteer
Dame Hilary Blume	Founder & Director of the Charities Advisory Trust
Rebecca Stewart	Independent (formerly Head of Volunteering at Age UK)
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Volunteering Survey – the group looked at the National Volunteering Survey results, reviewing key theme and recurring topics. The principle one of these was communications • Professionalisation of volunteer management – the group looked through proposals by the National Volunteering Team for developing a more structured training and development programme for those managing volunteers with suggestions for improvements and delivery of the programme • Income generation and volunteering – Dame Hilary tabled this item with suggestions for how the Trust could generate more income through volunteering, eg, making more of the employee volunteering offer • Key performance indicators for cross team working – recognising that there are issues with competing rather than complementary targets, the group discussed possible ways for this to be overcome this
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Adoptions Development – the group looked through and commented on the proposals to change the adoptions agreement structure, bringing in Pocket

	<p>Adoptions and differentiating between Helping Hands and Community adoptions for the levels of support that they need from the Trust</p> <ul style="list-style-type: none">• Safeguarding and unspent convictions management with partner groups – the group discussed at length the proposals for partner groups to take clear responsibility for their own safeguarding and unspent conviction declaration
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YOUTH ENGAGEMENT ADVISORY GROUP – MAY 2017

NAME OF THE GROUP	YOUTH ENGAGEMENT ADVISORY GROUP
TRUST LEAD MANAGER	Julie Sharman, Chief Operating Officer & Lucie Unsworth National Youth Engagement Manager
CHAired BY	Chloe Donovan
MEMBERS	AFFILIATION/BRIEF COMMENT FOR EACH
Chloe Donovan, Chair	Trustee of Step-up-to-Serve, previously worked at National Council Voluntary Youth Services. She has been active in Youth Participation since the age of 12 having been a member of various forums on a local or national level, a member of the Connexions Youth Council and serving two terms as the Member of the UK Youth Parliament. Chloe is a Canal & River Trust Co-opted member of Council
Jamie Agombar	Head of Sustainability at National Unions Students (NUS)
Jon Boagey	Operations Director and Deputy Chief Executive at the National Youth Agency
Liam Burns	Head of Policy and Strategy, The Scout Association
Kayleigh Wainwright	Head of Membership & Policy, UK Youth
Barry Williams	Director of Strategy, Brook
TOPICS CONSIDERED IN THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Review of the Work Experience Review & Proposals (HR speaker) • Advice given on roll out of Youth Engagement Framework - recommendations/themes • Advice given on the roll-out of the safeguarding training for staff members • Advice on the inclusion of young people on advisory group (the Chair's role and how this should be structured) • Youth engagement presentation to Council members • Recording and monitoring of youth engagement activities to meet the 2025 aspiration of 1 million young people • Relevant funding opportunities within both the youth sector and the wider charity sector • Youth Mentorship Scheme for senior team/Exec
KEY ISSUES ARISING OVER THE LAST 12 MONTHS	<ul style="list-style-type: none"> • Recruitment of new Chair – we are introducing a mentoring scheme for new Chairs, with a year handover with the outgoing Chair to support the young person involved • Members have consistently supported behind the scenes by alerting us to funding opportunities,

	<p>introducing us to new forums and partnerships and offering promotional advice through their own networks</p> <ul style="list-style-type: none">• Creating a culture of Safeguarding at the Trust. We intend to ask the group for advice and suggestions to support us in this
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Items in red confidential and subject to legal privilege

LEGAL & GOVERNANCE REPORT

Tom Deards, Head of Legal & Governance Services

1 PURPOSE

- 1.1 This agenda item and report has two purposes.
- 1.2 To set out the governance matters which require a decision by the Board.
- 1.3 To update the Board on salient legal matters not already covered in the various other Board papers.

2 RECOMMENDATIONS

- 2.1 Trustees are invited to:
 - 2.1.1 Appoint Tom Deards to the Waterway Ombudsman Committee (Section 3) in place of Gill Eastwood who retires on 30th June 2018.
 - 2.1.2 Appoint Tom Deards as the Trust's Data Protection Officer for the purposes of GDPR (Section 4)
 - 2.1.3 Appoint Peter Walker as the employer nominated Director of the corporate trustee Waterways Pension Fund Trust Ltd to replace Ian Jarvis who has resigned, with effect from 30th June 2018 (Section 5).
 - 2.1.4 To ratify those Regional Advisory Board Chair and member appointments set out in Section 6.

3 WATERWAY OMBUDSMAN COMMITTEE

- 3.1 Trustees will be aware that Gill Eastwood has represented the Trust on the Waterway Ombudsman Committee but is retiring at the end of June.
- 3.2 Trustees are invited to appoint Tom Deards (Head of Legal & Governance Services) to the Committee in Gill's place, with effect from 1 July 2018.

4 APPOINTMENT OF DATA PROTECTION OFFICER

- 4.1 The Trust is required to appoint a Data Protection Officer under the EU General Data Protection Regulations ("GDPR") and current wording of the UK Data Protection Bill, at least in respect of its public functions.
- 4.2 The Trust's DPO will be the person with overall responsibility for compliance with GDPR and will act as the point of contact with the Information Commissioner's Office.

- 4.3 Guidance on GDPR suggests that the Data Protection Officer (“DPO”) should be someone at Board/Executive level with suitable knowledge of data protection law.

5 APPOINTMENT OF EMPLOYER NOMINATED DIRECTOR OF THE WATERWAYS PENSION FUND TRUST LTD

- 5.1 As Ian Jarvis is leaving the Trust on 30th June 2018, a replacement employer nominated Director is needed.
- 5.2 Peter Walker is the Trust’s National Infrastructure Services Manager and has worked for the Trust for 15 years.

6 REGIONAL ADVISORY BOARD MEMBER APPOINTMENTS

- 6.1 The Appointments Committee have approved the appointment of Anil Majithia as Regional Advisory Board Chair for the newly formed East Midlands Region and William Atkinson as the Regional Advisory Board Chair for the newly formed London & South East Region both for the period until 30 June 2021.
- 6.2. The Appointments Committee also wishes to appoint David Hagg for a further term as Regional Advisory Board Chair for the newly formed South West & Wales Region until 31 March 2021 and to extend Walter Menzies term as Regional Advisory Board Chair for the newly formed North West Region until 31 March 2019.
- 6.2 We have currently been working with the existing Partnerships to establish those members we wish to retain, and those who are willing to transfer into the new Regional Advisory Boards. Appendix 1 provides the details of those members whose terms of office are still current, and the extensions for the Waterway Partnership members transferring to Regional Advisory Boards, for ratification by Trustees.

7 LEGAL MATTERS

- 7.1 Redacted
- 7.2 Redacted
- 7.3 Redacted
- 7.4 Redacted

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May 2018

CHIEF EXECUTIVE'S REPORT

1. INTRODUCTION

1.1 This report covers the period to the end of the year 2017/18, with more recent updates where available.

2. RE-POSITIONING AND BRAND RE-LAUNCH

2.1 Redacted.

2.2 Redacted.

3. POLITICAL ENGAGEMENT

3.1 Redacted.

3.2 Redacted.

4. PERFORMANCE

4.1 Appendix 1 sets out year-end performance across our KPIs for 2017/18. Redacted

4.2 On the positive side, there have been some notable achievements in the year's KPIs, notably the strong growth in volunteer hours – up 14% on 2016/17 – with volunteer satisfaction well above target at 96% and the number of community adoption groups up 24% to 225. As reported in the Annual Safety Review, our internal safety measure has improved dramatically, the with Accident Frequency Rate dropping below 0.10.

4.3 Redacted

5. EXECUTIVE REPORTS

5.1 The Executive's reports feature as Appendices 3 to 8. The main points to draw to the Board's attention are:

- Appendix 3 (Health & Safety) redacted
- Appendix 4 (Operations) describes the response to the Middlewich breach – reported verbally to the Board in March – Redacted.
- Appendix 5 (Asset Improvement) reports on the winter works programme; there will be a short presentation at the Board meeting.
- Redacted
- Redacted
- Appendix 8 (Strategy, Impact & Engagement) provides more information on the current Briefings on the Trust's Re-Positioning, and updates on our active political and policy engagement.

6. OTHER

6.1 The Board will want to note the tragic death of our former Head of Governance, Roger Hanbury, who played such a key role in embedding the Trust's new governance arrangements post the charity's launch, and who served the waterways - first at British Waterways, and then the Waterways Trust - for over 40 years with great distinction. Trustee Frances Done will be speaking at Roger's memorial service on 17th May; the tributes paid to Roger have been numerous and glowing.

6.2 Redacted

6.3 Significant work is underway to prepare the Trust for the implementation of the new GDPR legislation, redacted.

May 2018

Defra Waterway Targets – improving our waterways/assets

Towpath condition graded C or better (requirement to be above 60% threshold)		79.7%	≥79.0%	78.5%	12
Principal assets grade C or better (requirement to be above 77% threshold)		86.6%	≥85.0%	86.0%	12
Condition of flood management assets graded C or better (requirement to be above 96% threshold)		99.0%	≥98.5%	99.0%	12

Waterway measures

	Note	Mar 18 actuals	Target 2017/18	Actual 2016/17	
Number of individual visitors to our waterways in typical two-week period (over last 12 months)	1	4.3 m	4.5m	4.3m	↓
Public safety – number of reported incidents		313	350	382	6
Combined employee, volunteer and contractor RIDDOR accident frequency rating (accidents per 100,000 hours)		0.09	0.24	0.26	6
Customer satisfaction rating of visitors and towpath users		91%	86%	85%	12
% of prompted people (living in close proximity of a waterway) that are aware of/recognise the value of their local waterway		66%	TBC	N/A	
Propensity to support the waterways		2.1 m	TBC	N/A	
Customer satisfaction rating of boaters		70%	72%	76%	12
№ of days of unplanned closures to navigation within our control (individual instances over 48 hours)	2	490	400	441	2

Other measures

	Note	Mar 18 actuals	Target 2017/18	Actual 2016/17	
% of employees engaged as per employee engagement survey result		68%	68%	66%	12
Volunteer satisfaction/recommendation ratings		96%	90%	94%	12
Number of volunteer hours per annum		616,349	600,000	540,700	↑
Annual total return on our endowment portfolio		10.5%	10.1%	10.0%	12
Five year rolling total return from non-property investments		8.3%	6.3%	TBC (rebased)	12
Non-investment income to grow >CPI plus 1% (on three year rolling basis)		6.0%	2.8%	3.5%	12
£ million secured from restricted statutory and voluntary funding, philanthropic and individual giving and contributions in kind	3	£18.9m	£21.9m	£25.9m	4
Support costs share of total cost		9.3%	9.8%	9.4%	12
People aware of the Trust	4	36%	40%	33%	4
№ of adoptions of our waterways(each adoption scheme roughly equates to 1 mile)		225	220	181	↑
Diversity - % staff BAME		5.1%	5.0%	4.8%	↑
Diversity - % senior management Female	5	22%	25%	24%	2
№ of active Friends attracted and retained, regularly donating	6	24,147	28,500	20,600	4
Number of children who have participated in face to face education sessions each year		81,710	75,000	92,660	12

Green indicates that the KPI is ahead of target
Yellow indicates that the KPI is behind target
Red indicates that the KPI target cannot be achieved

Key	
12	Measure stays at red/green (number of months shown in centre)
↑	Measure moves up to green, having been red/amber
↓	Measure moves down to red, having been amber/green.

APPENDIX 3: HEALTH & SAFETY

Author: Julie Sharman, Chief Operating Officer

1 PURPOSE

- 1.1. This paper provides a review of Health and Safety for the period of March and April 2018 and the position at the end of 2017/18. The report covers Visitors, Employees, Volunteers and Contractors.
- 1.2. The report includes an update on Health and Safety KPIs for the operating year.

2 KEY POINTS

- 2.1 The Trust's outturn Riddor accident frequency rate (AFR) for operating year 2017/18 was 0.09, well below our target of 0.21 and the lowest since we have introduced this measure. The Trust delivered a sustained campaign on slips, trips and low-height falls. This cause accounts for half the serious injuries and 25% of all incidents involving Trust people. The first phase of the campaign ran to end of March. The AFR at the end of April had increased slightly to 0.13 due to 3 reportable injuries in April identified in section 2.7.
- 2.2 The analysis of reported incidents involving members of the public up to the end of the operating year indicates 313 incidents were reported where loss or injury occurred, of which 29 incidents could be related to infrastructure (9.3%). The total number of incidents is within our target of 350 for the year but the rate of infrastructure related is well above the target of 7.2%. We will conduct a detailed analysis of the incidents – most of which are driven by an increase in the proportion of slip, trip and low fall incidents - and are affecting all types of visitor. In April 2018/19 there were 32 incidents reported of which 2 were considered infrastructure related (6.3%)
- 2.3 There were 3 fatalities involving visitors in March making the operating year total from April 17 to March 18, 45. None we believe are directly attributable to the Trust. There were 2 fatalities in April, the most notable was the death of a boater who fell overboard from the boat on the Worcester Birmingham Canal. Redacted
- 2.4 The recent death of Charlie Pope in Manchester mentioned in the previous report has been very emotive with a change.org campaign now gathering over 55k supporters, calling for barriers along all the Canals in Manchester and a demonstration march is planned. Following a site visit shortly after the accident, temporary barriers were installed to direct pedestrians to the lock tail bridge. Observations of visitor behaviour indicated the propensity of some users to cross by the top lock gate rather than crossing by the pedestrian tail bridge. There is no evidence that this issue played any part in the fatality. Richard has met with Andy Burnham Manchester Mayor to discuss the issues raised by the tragedy and written to both the Mayor and Nick Pope's MP. So far, a date hasn't been scheduled for the inquest but the Trust has engaged counsel.
- 2.5 Originally a campaign focussed on the lead up to Christmas The Don't Drink & Drown Campaign in partnership with the Royal Life Saving Society has continued into 2018. Campaign posters are being rolled out across the network and in more towns following other

city areas from the pre-Christmas campaign, recently and notably including Manchester. As well as talking to people on towpaths, banners and information posters the campaign includes beer mats with the campaign message being placed in pubs / restaurants.

2.6 Inquest into the death of Kristopher McDowell at Pontcysyllte 31/5/16 – Coroners expert is preparing an independent report the Trust has had no contact with him since September 2017. There is still no date set for the resumed inquest.

2.7 Reportable Injuries during the period;

2.7.1 There were no reportable visitor incidents.

2.7.2 There has been 1 reportable employee injury. See detailed information below

2.7.3 There has been 1 reportable volunteer injury. See detailed information below.

2.7.4 There has been 1 reportable contractor injury. See detailed information below

3 DETAILED INFORMATION

3.1 Visitors

3.1.1 Infrastructure related incidents for the operating year 2017/18 indicates 29 incidents of the 313 incidents reported could be related to infrastructure (9.3%). The details are:

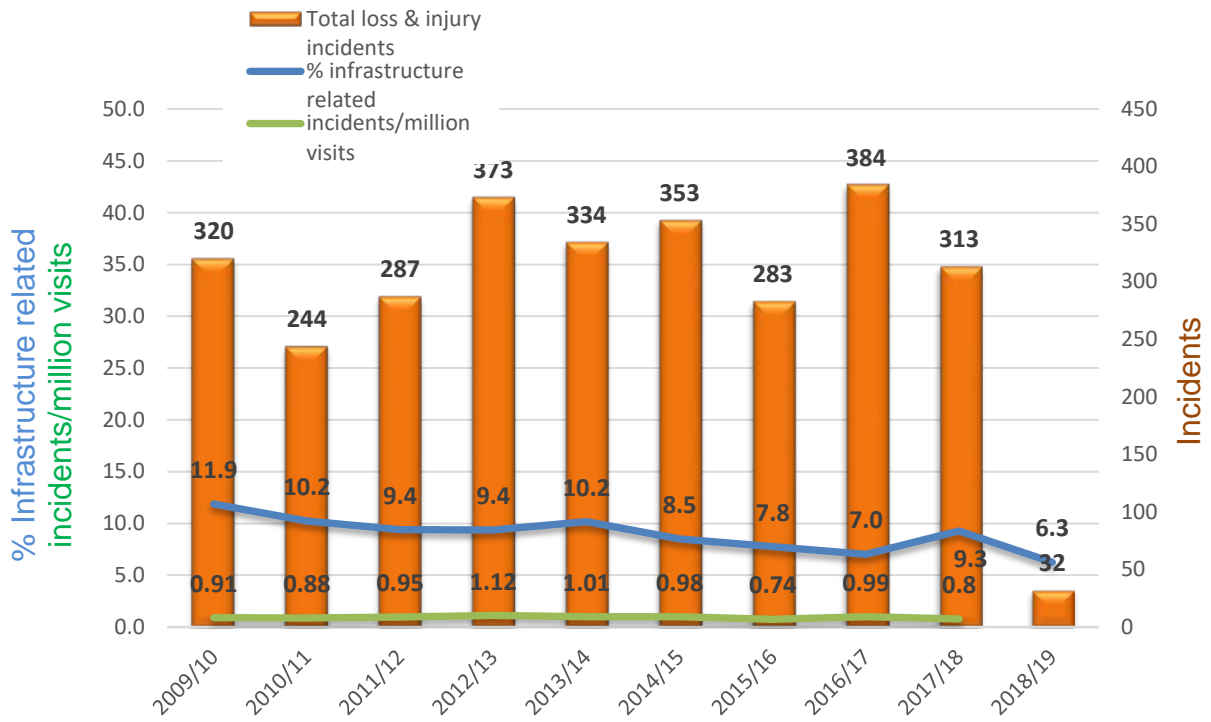
- **14 pedestrians injured;** redacted.
- **10 boaters injured;** redacted
- **5 cyclists injured;** redacted.

3.1.2 Infrastructure related incidents for the operating year 2018/19 indicates 2 incidents of the 32 reported could be related to infrastructure (6.3%). The details are:

- **1 pedestrian injured;** redacted
- **1 boater injured;** redacted

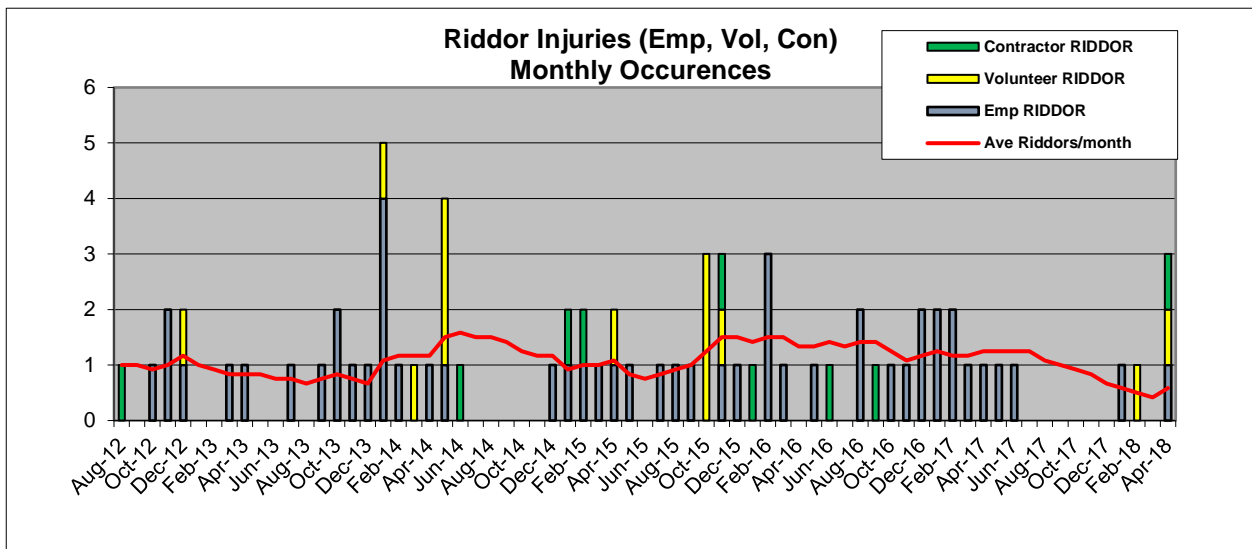
3.1.3 In the operating year, Trust volunteers and safety advisors have completed assessments on 454 locks and 33 moveable bridges. 40 locks and 131 bridges remain with assessments over 5 years old. Resulting from the fatality at Beeston Weir in Nottingham we are reviewing the risk assessments at our larger river weirs. Of the 73 Trust owned river weirs over 20m wide, 42 now have updated assessments. Our plan is to complete the outstanding 32 risk assessment reviews by mid 2018/19.

3.1.4 The first chart shows the trend in Infrastructure related injuries and total incidents reported. The target is 350 total incidents. The end of year performance is 313 incidents which means we have exceeded target. On the downside the rate of infrastructure related incident at 9.3% is above the target of 7.2%. We will conduct a detailed analysis of the incidents to see what action may be necessary. The change is driven by an increase in the number of slip, trip and low fall incidents and are affecting all types of visitor

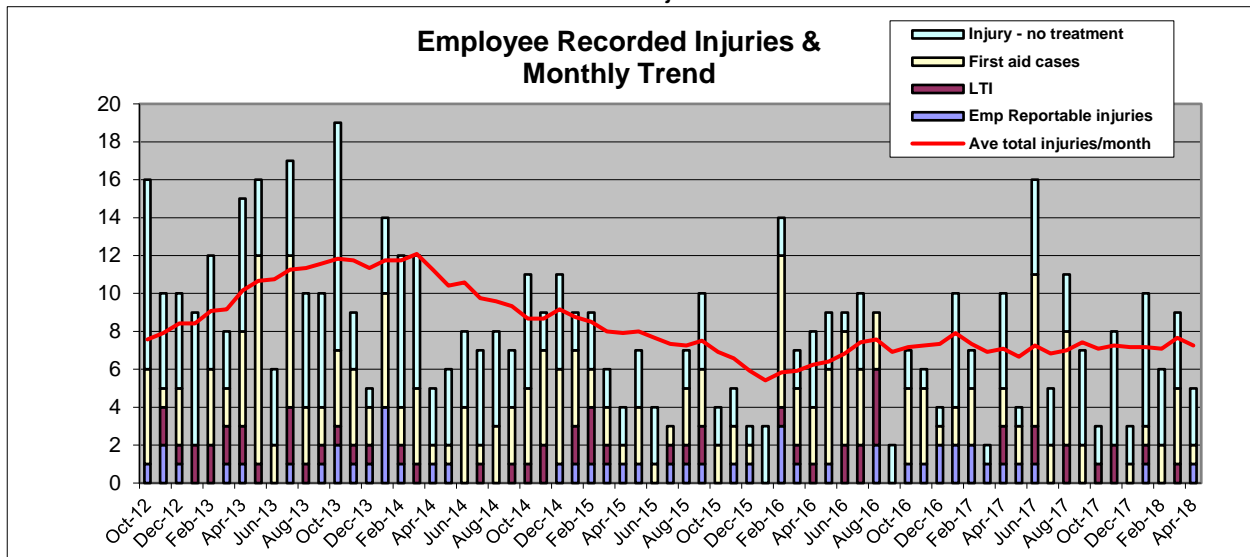


3.2 Employees

3.2.1 There was 1 reportable employee over 7 day accident since the last report. An operative suffered a crushing injury to his hand when the rise and fall hydraulic cab on a tug boat was lowered. The investigation concluded that a visual reminder to the helmsman to check personnel positioning before lowering the cab would be displayed in the cab. In addition, when the vessels are brought in for refurbishment an audible warning would be fitted. The tugs are all shortly to commence a periodic refurb program.



The chart below shows the trend for all recorded injuries



3.3 Volunteers

3.3.1 In the period, there has been 1 reportable volunteer injury. A volunteer working at Ellesmere Port Museum fell crossing a lock tail bridge and broke her wrist in the fall. A worn stone step on the historic bridge and wet weather were contributory causes to the incident. Step to be replaced.

3.4 Contractors

3.4.1 In the period, there has been 1 reportable contractor injury. A fountains operative fell from a lock quadrant in April and fractured their collar bone. Fountains are investigating.

4 HEALTH and WELLBEING

4.1 Health and wellbeing – Health and wellbeing appointments have been offered over past 2 months to employees not subjected to health surveillance. The Trust continues to target mental wellbeing through a range of interventions supported by Leeds MIND – We have recently received the results of the wellbeing screening of 307 employees who took the opportunity offered and will report the high level findings in the next report.

4.2 Looking at the 147 management referrals for ill health undertaken by the Trust between Jan – Oct 2017. Reasons for ill health continue to be dominated by musculoskeletal conditions (58, 39%) and mental health problems (48, 33%). At the time of referral of the 147 referred, 81 were fit for work, 37 required work adjustments and 25 were declared unfit.

5 OVERALL HEALTH and SAFETY PERFORMANCE

5.1 The Accident Frequency Rate per 100,000 hours worked (AFR) is our main safety performance indicator.

5.2 AFR for operating year 2017/18

TRUST People	AFR	Injuries in past 12 months	Injuries the operating year	Target
Employees [1780 FTE]	0.11	4	4	
Volunteers [300 FTE]	0.18	1	1	
Contractors [630 FTE]	0	0	0	
	0.09	5	5	0.21

5.3 AFR for year to April 2018

TRUST People	AFR	Injuries in past 12 months	Injuries this operating year	Target
Employees [1780 FTE]	0.11	4	1	
Volunteers [313 FTE]	0.35	2	1	
Contractors [630 FTE]	0.08	1	1	
	0.13	7	3	

May 2018

APPENDIX 4: OPERATIONS REPORT

Author: Julie Sharman Chief Operating Officer

1 PURPOSE

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

2 OPERATIONS

2.1 Operational Incidents

2.1.1 **Redacted.**

2.1.2 Middlewich Breach – Shropshire Union Middlewich Branch suffered a breach on 16th

March as reported verbally at the last meeting, with around 20 boats left stranded. All but one have now been released. An [appeal](#) was launched and has reached over £20,000. This length of canal is one of our busiest being a connecting route between the two main north-south canals, and part of the popular Four Counties ring. Repairs; a date for reopening is still to be determined. Canal boat hire and related businesses have complained about reduced revenues due to the *canal closed at*



Middlewich message. This has been improved with good communication, new signage and updates via social media. An update on the repairs is contained in the Asset Improvement report.

- 2.1.3 The River Lee oil pollution incident aftermath continues with a joint meeting of agencies and interested parties being arranged. The Trust believes its response was appropriate, considering the extent of the pollution, in excess of 20,000 litres of oil, although some parties have criticised us. Our primary concern now is to ensure the EA take action to avoid a reoccurrence which is a known risk in this location. Our costs for the clean up were around £80k. A second unrelated pollution incident at Limehouse cut due to a sunken boat, heightened coverage of the River Lee spillage.



- 2.1.4 In April, the North East suffered from prolonged and heavy rainfall, which led to high flows in the rivers leading to some

overtopping of banks. No major damage was caused by these flood events, however we have suffered from a large amount of debris build up at Stanley Ferry as well as a silt bar on the Calder & Hebble at Horbury leading to boats getting stuck. This was cleared by the direct services team.

- 2.1.5 Weaver Navigation: Town Bridge: The bridge remains closed due to further roller bearing failures limiting the air draft for large vessels or yachts over 4.2m, the swing bridge bearing are made of cast iron and despite repairs being undertaken in February a further operation of the bridge last month resulted in more cracked rollers, a full replacement of rollers is likely to be required at a cost of up to £450k over the next 2 years.

2.2 Water Resources

- 2.2.1 The overall water resources position is good for this time of year. The latter part of winter saw prolonged heavy rainfall and replenishment of soil moisture, with effective runoff into our reservoirs. At the time of producing the April edition of Reservoir Watch (our externally published report on the reservoir situation) all but one of our reservoir groups had a holding of 90% or greater, with the BCN group showing an 87% holding (this is due to Upper Bittell being empty as a result of ongoing engineering works). Most reservoir groups are now seeing some drawdown, as the Easter and May bank holiday weekends saw increased canal demands for water. As always, the situation on the Leeds & Liverpool Canal will be reviewed most closely, and it may move to a higher risk category shortly if there is not significant rainfall on the summit level.
- 2.2.2 The Upper Lee and River Stort navigations are not reservoir fed but supplied predominately by chalk aquifers which have below normal levels due to prolonged lower than average rainfall. Flows in these navigations are below normal for this time of year. The EA have asked us to promote water saving measures and we are preparing a campaign for this area which will, most likely, run throughout the season.
- 2.2.3 Chasewater Reservoir: Discussions with owner Staffordshire County Council (SCC) and Natural England are progressing, to restore our supply to the Birmingham Canals. The reservoir has been used for canal supply from late March, through agreement with SCC and the Reservoir Supervising Engineer. Works to the main draw-off valves are planned for early June (funded by SCC) and the project to evaluate permanent options for the canal supply arrangement is underway. Natural England are to prepare a Site Management Statement for the SSSI, and we will negotiate the detail of this to ensure the most favourable outcome for the Trust's water resources, whilst meeting our responsibilities as a competent authority.

2.3 Improvements – Clean and Safe:

- 2.3.1 Trent & Mersey - offside vegetation has been removed along the entire 22km section of

this canal between Derwent Mouth Lock & Dove Aqueduct.



2.3.2 Leicester Line - Graffiti removal has continued, ensuring that we have removed graffiti from every bridge and lock along this section, to promote an improved image for the waterway in this generally urban area.



2.3.3 In Leeds we had a Trust led plastic clean up, with 67 bags of plastic removed from the river navigation and increased media focus on the issue of plastic in our waterways and the need for regeneration of east Leeds.



2.3.4 Help 4 Heroes are working at Llangynidr, on the Mon & Brec Canal, an ambitious project that involved making two new timber lock bridges to replace the old bridges on Locks 65 & 67, installing new foot paths at Locks 65 & 66, and new access steps from the highway to Lock 65. Positive local feedback: "This work has had a real impact; the works have made a huge difference. Great people who have worked tirelessly to finish the works within the 4-week time scale. Very pleasing to see Trust volunteer's and people and H4H all working together



making the canal a better place for everyone to enjoy.”

3 ORGANISATION

3.1 The new regional structure goes live from 4th June, we have confirmed the appointments of the 6 Regional Directors 4 external and 2 internal appointees. The external appointees will start with the Trust on various dates from July through to end of August. Interim arrangements for regional management are in place during the transition.

- Regional Director, London & South East – Ros Daniels starts 15th August
- Regional Director, Wales & South West – Richard Thomas starts 5th July
- Regional Director, West Midlands – Adnan Saif starts 6th August
- Regional Director, East Midlands – Phil Mulligan starts 28th August
- Regional Director, Yorks & North East – Sean McGinley takes up his position 4th June

In addition, the Regional Director, North West post will be filled on an interim basis by Daniel Greenhalgh one of our talented Senior managers. Biographies for the appointments are appended to this report. Also appointed to new positions are David Baldacchino as Head of Operations Support, Jon Horsfall as Head of Customer Service Support, alongside Peter Walker as Head of Technical Support, as previously announced.

3.2 Local teams are supporting the transition plan and helping define the exact operational geography, Line managers and people champions are also coordinating the dialogue with our people regarding transitions and transfers of central staff into regional teams later this year. There has been a healthy dialogue at all levels and many staff have welcomed the engaged approach to the transition arrangements.

4 BOATING

4.1 Headlines

4.1.1 **Redacted.**

4.1.2 Licence Evasion - The National Boat check was completed (apart from River Severn, which was in flood) and the results have been published. The rate has reduced by 0.6% to 3.1% nationally

4.1.3 Continuous Cruiser Monitoring - In the last year the number of restricted licences offered is down 20% from just over 1000, to just over 800. The majority of ongoing cases are still in London (55%) but just over a third of continuous cruisers sighted within London. Overall number of boats without a home mooring continues to rise with a year end total of 5857, up just over 340 since March 17.

4.1.4 **Redacted .**

4.2 Legal cases

4.2.1 Three court orders were enforced during March, which included one boat which generated a lot of interest on social media (at Stonebridge). In total 20 orders have been enforced by the removal of boats this year. The total number of new cases started with Shoosmith this year was 111.

4.2.2 A difficult boat seizure at Brownsover moorings in Rugby has resulted in the father and son boat-occupiers receiving long sentences (9 and 14 months respectively) for

threatening behaviour.

5 COMMUNITY ENGAGEMENT

5.1 Volunteering summary

- Volunteers gave us 616,349 hours in 2017/18 which is 3% above of our target and 28% up on the previous year. Equivalent in time committed to over 300 full time staff.
- There are 225 Partner Groups with Adoptions Agreements (or had been active throughout the year) which was 5 over our target.
- A total of 2,915 individuals volunteered for the Trust.
- We worked in partnership with over 400 partner groups.
- We currently have 914 volunteer lock keepers
- 136 volunteers have delivered our education programme
- The notional value of our volunteering is just over £9.8m
- Our propensity to recommend is at 96%

5.1.1 Corporate volunteering, over the last 2 months we have secured £80,200 and 1,449 employees volunteer days for 2018 from 26 companies. This has included HSBC, MACE, Salesforce, Bank of America, Severn Trent Water, Yorkshire Water, Glaxo Smith Kline, Leeds Building Society, Royal Bank of Scotland and Morgan Stanley. A proportion of these are long standing relationships who have returned year after year.

5.2 Safeguarding, the team are setting out and clarifying the position of the Trust and partner group's responsibilities on safeguarding. A proposal has been drafted and reviewed by the Safeguarding Action Group which will be reviewed by the Safeguarding Steering Group for approval.

5.3 Education

5.3.1 Number of children who have participated in face to face education sessions this year:

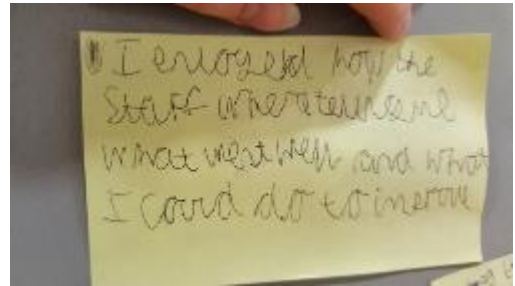
KPI	May	July	September	November	January	March
Target	7,000	20,000	35,000	38,000	54,000	75,000
Actual	7,323	28,251	38,987	45,595	59,086	81,710

5.3.2 STEM Learning Programme – We have been busy continuing to expand the delivery of our STEM programme to reach more students by continuing to train existing volunteers in the North West and Midlands. We are re-enforcing this training by booking school visits in in the immediate aftermath of the training, so volunteers can practice new skills straight away. Having received requests for CREST awards earlier in the year, we are now in the process of working with schools to



find relevant practical opportunities.

5.3.3 For British Science Week we delivered various STEM activities for schools– including delivering our floating and sinking session across various sites in Ellesmere Port. We worked with the University of Liverpool's outreach programme and are now working with Essar on the 4th STEM festival, which will take place at the museum in October.



5.3.4 Thanks to funding from TATA we were able to offer a combination of stem workshops with a visit to Anderton Boat Lift to 250 local school children during Science Week.

5.4 Youth Engagement

5.4.1 River Soar / Grand Union Canal (Leicester Line) - The first Hinterlands community project has taken place with young people from Leicester's African-Caribbean community learning more about Leicester's waterways on a visit supported by local volunteer lock keepers.

5.4.2 Our strategic partnership with Step Up To Serve, (the charity behind the #IWill campaign, that aims to engage 60% of 10-20 year olds in youth social action by 2020) has been strengthened by being invited to join Step Up's Scale & Reach Steering Group, providing the opportunity for the Trust to sit amongst key youth sector partners.

5.4.3 We held a Family Wild Day at Fobney Island, as part of our engagement with communities in Reading. Around this, we partnered with Catalyst Housing Association and Nature Nurture to run school and youth club activities.



5.4.4 Work Experience – Our second work experience pilots in Leeds went really well. In total 18 year 10s took part in the week and were involved in a diverse programme of activities including: site visits, volunteering tasters, employability skills workshop, presentation preparation and delivery, seal spotting, social media and website session.



Young people from Mount St Mary's High School take part in the Trust's second Work Experience pilots

5.5 Community Roots, our Birmingham project officer has completed the project work under the original funding and has commenced in Coventry our next target area. This work is funded via PPL and is aligned to our target areas for outcomes measurement.

5.6 Arts & Events

5.6.1 Trust led arts project 'Hinterlands' is in development with a number of community

engagement sessions set up along the Sheffield & Tinsley Canal. This will target engagement with the hardest to reach community groups on this stretch throughout May. A second Hinterlands project is being developed on the River Tees to create an “Artists Studio” on the River where creators and thinkers can help turn local ideas into a reality.

5.6.2 Plans for Sheffield Waterfront Festival 2018 are underway in partnership with local businesses, Sheffield City Council and River Stewardship Company. Leeds Waterfront Festival plans are also underway, with a focus on Granary Wharf in partnership with the Desmond Family Canoe trail project, Leeds City Council, Leeds Dock and the Royal Armouries. Focus of the festival will be health and wellbeing.

5.6.3 Positive discussions have been held with Stockton Council regarding Trust involvement with Stockton International River Festival (SIRF). The weekend attracts 25,000 visitors and would be a big step to growing the reach of the Trust in this region. This would be the start of a 3-year plan to see the launch of SIRF take place from the barrage in 2020 to link in to the structures 25th anniversary.



5.6.4 Crick Boat Show - The Trust will have a significant presence at Crick boat show between the 26th and 28th May with representatives from across the Trust supporting activities and launching its repositioning and new brand as a Waterways and Wellbeing charity.

5.6.5 Splash! We are working with the Mighty Creatives whose recent Arts Council bid has been successful. We are one of several partner organisations including Nottingham Playhouse, The Curve Leicester, Lincoln Drill Hall, Hubbub Derby, Dergate Theatre Northampton. During 2018, which is a development year we will work with disabled artists to develop a touring theatre production based on the East Midlands’ waterways. 2019 will see the production tour coming to our sites such as Newark, Lincoln and Leicester where the performances for children and young people will take place on our waterways.

5.6.6 Old Main Line Canal - ITV filmed for a full day in Icknield port for the plastic patrol national campaign. We organised volunteer groups and invited Dhruv Boruha who is a plastic waste campaigner based in London to get involved in the activity so that our brand awareness and the problems faced by the waterways are highlighted. A similar event was also organised to coincide with filming for the BBC Countryfile programme.



5.6.7 Coventry & Dudley – Canalwatch has now been launched in two further sites to raise the profile of the local canals and show people we are doing something make people feel safer. This has received some great



to

coverage on the local news and social media.

6 FUNDING & FINANCE

- 6.1 We have been awarded £1.3m from HLF for the Stainton Aqueduct project, which was damaged as a result of Storm Desmond. Total project value is c£2m, and the HLF award supplements the £500k we were awarded from the Rural Payments Agency in 2017.
- 6.2 Grant of £28k awarded from our joint CIL bid (part of Waterspace project) towards a community/volunteer workboat based in Bath.
- 6.3 Aramco, who volunteered with us last year in London, have approached us with an invite to apply to their community fund (not necessarily linked to volunteering) because of the positive relationship that they had with us.
- 6.4 Angel Canal Festival 2018, Regents Canal. The Trust are taking on the running of this festival from the festival management group, it's a key engagement opportunity for the Trust to lead on. Funding contributions have been confirmed from a variety of source. It will be the first central London festival led by the Trust.
- 6.5 Five bids are in preparation for submission for the recently announced Water Environment Grants. The sites targeted are River Lee, Masbrough Weir, River Tees, River Soar and Brent reservoir. Bids are due by 11th May.
- 6.6 A bid for Sharpness was submitted to the Coastal Community Fund for over £5m to support the developments on our estate and improve dock operation.
- 6.7 The Swansea Canal Dredging. We have taken over the Swansea Canal Society's bids to Welsh Government to dredge a 1400m section of the Swansea Canal to improve the environmental quality and provide a navigable channel.
- 6.8 West Yorkshire Combined Authority are completing an internal Business Case for a new Rochdale towpath scheme (phase 2 CCAG2) Stubbins to Todmorden to release £1.5M.
- 6.9 SUC Chester – Ellesmere Port Towpath, following protracted discussions with CW&C, Highways funding was confirmed last week for improvements to the Chester to Ellesmere Port towpath. It is anticipated that the funding package is c£650,000 and will renew surfacing originally installed 15 years ago, relieving the Trust of the renewal costs.

7 CUSTOMER SERVICE

- 7.1 Money Penny- As expected at the beginning of season, we have seen an increase in call volumes in March, handling over 2500 more calls than in February. This is likely due to the early Easter this year plus handling of enquiries regarding the Middlewich breach and outcomes of the Boat Licensing Consultation. We received a total of 9980 calls for the month which is similar to the volume seen in March 2017 and remains below forecast. This increase has had an impact on the number of calls we've been able to answer in 30 seconds, the team achieving 83.9% just below the required 85%.
- 7.2 Customer Satisfaction Survey results remain at a similar level to the last few months. 92.9% of leisure license customers rated our service either good or very good and 72% of customers who had a local office query were either very satisfied or satisfied with the way

in which their query was handled, continuing to show a positive trend.

7.3 The recent results of the Boat Owners View Survey is covered in a separate paper

8 PEOPLE

8.1 Redacted

9 FUTURE OPPORTUNITIES

9.1 Carpenters Road Lock Restoration has been shortlisted for the RICS (Royal Institute of Chartered Surveyors) Awards 2018, London in the Building Conservation and Tourism and leisure category, judging has taken place and awards ceremony in May where the Trust will be represented.

9.2 Sharpness Port Pilotage - The Trust has taken the decision not to progress either to CHA status or to request that Gloucester Harbour Trustees extends their area to cover the Port. Pilots have currently made their own arrangements for insurance to allow them to continue to operate within the Port and a follow up meeting will be arranged with them shortly to ensure there is clarity on the Trust's final position.

9.3 Appendix – Regional Director Biographies

Regional Director London & South East, Ros Daniels



Ros joins the Trust with extensive experience of the heritage and tourism sector. She has managed a wide variety of historic houses, gardens, coast and countryside for both English Heritage and the National Trust. Most recently this included English Heritage's flagship property, Dover Castle, and then a varied portfolio of London properties. In addition Ros was part of the project team that relocated and opened the new Design Museum in Kensington. In her spare time she is a keen canoeist and paddle boarder enjoying time on the water here and abroad.

Regional Director West Midlands, Adnan Saif



Adnan has worked in local government, regeneration and economic development for over 20 years. Until March 2012, Adnan was Chief Executive of Urban Living – which was one of ten national Housing Market Pathfinders. Adnan has also founded and led many non-governmental and voluntary organisations at local, European and international levels. In April 2012, he started a social enterprise initiative that seeks to improve leadership and service delivery in local government and civil society. In addition to this he is currently Chief Executive of the British Muslim Heritage Centre in Manchester.

Regional Director Yorkshire & North East, Sean McGinley



Sean McGinley, grew up in Yorkshire and started his waterways career 16 years ago in the North East Region before moving to the East Midlands where his management has included the Chesterfield, Grantham and Erewash canals as well as the River Trent and other waterways. Sean is a chartered civil engineer with a passion for the waterways and volunteering. He has previously volunteered in Africa overseeing the planning and construction of roads. He is a keen cyclist and is married with two children.

Regional Director East Midlands, Phil Mulligan



Phil is currently a National Trust Council member, representing The Conservation Volunteers, an organisation on whose Board he served for five years. Phil's previous roles have included CEO of the Landscape Institute, Executive Director of the United Nations Association UK and CEO of Environmental Protection UK. For five years Phil was the VSO Country Director in Indonesia and has previously served on Greenpeace's Rainbow Warrior, as well as leading youth development projects for Raleigh International. Phil was the Vice Chair of Defra's Civil

Society Advisory Board when the government first considered the creation of the Canal & River Trust and he has also advised the Department of Transport and a global law firm on sustainability issues. Phil has been an active member of the Construction Industry Council, the Professional Association Research Network, the World Federation of United Nations Associations and a Trustee of One World Action. In his free time, Phil is a keen runner and baker, and enjoys tending the garden. Phil is married and has three children. He and his family are very much looking forward to relocating to Newark from East Sussex over the summer.

Regional Director Wales & South West, Richard Thomas



Richard joins the Trust following a successful and enjoyable career in the Royal Navy. During his time at sea he transited two canals: 'Corinth' as Captain of HMS Portland and 'Manchester' whilst in command of HMS Middleton; setting him on a path to be the Regional Director for Wales and the South West. Currently living with his wife Caren in Surrey, they have aspirations to live afloat on the canal in Gloucester when taking up his appointment; in doing so delighting his father by returning to the county of his youth.

Interim Regional Director North West, Daniel Greenhalgh



Daniel was a senior aircraftsman in the RAF and was awarded a NATO Service Medal for the liberation of Kosovo. He was site engineer for a civil engineering contractor in Liverpool before joining the waterways in 2005. More recently he has been a senior manager within the Trust responsible for delivery of major canal infrastructure projects and formerly led on the delivery of all the Trust's operational contracts.

APPENDIX 5: ASSET REPORT

Simon Bamford, Asset Improvement Director

1. Introduction

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

2. Waterway Infrastructure Maintenance and Repair (WIMR)

In B17, Asset Delivery/Improvement and our contractors and volunteers have delivered circa £80.38m of outputs across priority projects and works, operational contracts, volunteer delivery, enterprise and operational capital completing maintenance and repair works to our infrastructure and floating plant.

2.1. Priority Projects and Enterprise Funded Works

In B17 the total value of priority projects and enterprise funded works was £41.74m with 84% of the planned priority projects (96% of amended programme) fully or partly delivered in year with 157 projects completed either individually or as part of a programme such as grouting (48), spot dredging (14), feeder dredging (4) and bridge painting (4). Planned works were deferred to, in part, accommodate arising works such as Llanfoist Slip Stabilisation, Earlswood Reservoir, Marple Lock 15 and Marple Flight Makeover and Middlewich Breach.

38 dredging planned projects at a cost of £7.8m were delivered with 96% of the planned programme completed.

Completed projects include:

- Marple Makeover:
 - Lock 15 (end May 2018)
 - Marple Aqueduct
 - Circa 90 repairs to flight
- Rufford Branch Dredging
- Canning Dock Dredging
- Lancaster Spot Dredging
- Black Brook Feeder
- Honeystreet Embankment
- Tardebigge Reservoir and waterway wall
- Glan Hafren Bridge
- National lock grouting
- Upper Foulridge Reservoir

After incurring further delays following the discovery of damaged brickwork at the base of the lock wall, good progress has been made in rebuilding the wall and we are on target for reopening of the lock and lock flight on 25th May.



Lock 15 wall reconstruction

All other works on the £2.5m Marple Makeover that was supported with PPL funding, are complete and very positive comments have been received about the work that has been done by direct services, customer operations teams, volunteers and our contractors.



Towpath ramp reconstruction using stone setts



Marple Aqueduct safety fencing

Stanthorpe Breach, Middlewich

Enabling works have progressed on site with access tracks, site compound, ramp into the canal and stock fencing all complete but the access track in the canal bed cannot be constructed until a Badger disturbance licence has been issued as the sett extends below the bed of the canal.

Net patches have been installed over entrances to inactive satellite setts and the application for the Disturbance Licence submitted with the Licence expected by 19th June after which main works will be able to be started.

Draft design is complete and with contractors for pricing and programme development with pricing to be complete by early June

2.2. Unlocking the Severn

Since submission of the HLF bid on 15th March the project team have been dealing with questions and clarifications of which there have been relatively few. The next significant milestone is the site visit and presentation to HLF Board members on 18th May with the funding decision being advised on 26th June. Planning permission has been granted for 3 of the sites with Diglis going to planning committee on 24th May. Dates have been set for the CPO Inquiry which will be between 25th September and 3rd October 2018.

2.3. Enterprise Funded

Enterprise funding has enabled significant work to be undertaken such as:

- LGF3 Black Country Towpath Improvements £2.0m
- Montgomery Canal Restoration – Aston Nature Reserves £1.44m
- Birmingham Local Growth Fund Towpath Improvements £1.19m
- Aylesbury Towpath S106 £950k
- Birmingham Cycle Revolution Ph3 £640k
- Rochdale Calderdale Washwall Repairs £580k

2.4. Priority Works - Direct Services

The Direct Services construction teams completed 777 out of the target of 1086 (72%) planned works packages in B17 with 240 arising works packages also completed (22% of original plan). Therefore, the total number of work packages completed was 1017 which was 94% of the original plan.

A total of 200 winter and 43 summer stoppages were completed in B17 with all post-Christmas stoppages completed by the end of March although a few sites were delayed due to the wet weather at the end of March.

During the year, the construction teams realised cost savings and efficiencies of £1,031k generated from the use of materials from stock, reuse and recycling, method related savings, sharing of plant and equipment etc. as a contribution to the overall efficiency target.

The M&E delivery team have undertaken a significant planned maintenance and repair programme on fixed assets in B17 with 96% of planned maintenance visits completed and 1528 reactive repairs undertaken.

Pollington Lock Stoppage





Brynich Aqueduct, M&B Canal

The recently qualified stone mason (Liam Davis) & Heritage Apprentice (Rachel Cochrane) led the rebuild of the aqueduct parapet wall



2.5. Operational Contracts

As is the nature of the principally customer facing operational contracts programme, many thousands of routine statutory and maintenance tasks were undertaken during B17 together with a planned and arising project works to a total value of £13.64m.

Headlines include:

National Vegetation & Environmental Services Contract:

- Over £11 million of work delivered
- 6,500,000 square meters of grass cut
- £1.4m spent tackling Offside Vegetation
- £2m of Tree works undertaken, these ranged from trees affecting assets, reactive trees and trees identified as requiring urgent attention by surveyors
- >£1m spent on aquatic weed management and reed maintenance
- 27,000 Customer Service Facility cleaned
- >40,000 litter and dog bin empties

MEICA Contract:

The first year of the contract with AMCO has been mixed with the delivery of planned projects being considered a success with 15 planned and 2 arising projects delivered £220k below budget but with ongoing issues with the planned preventative maintenance programme. Considerable effort by the combined team saw some improvement in the last quarter of 2017/18 with planned maintenance on plan at the beginning of B18

Site Services Contracts

Good progress has been made on the procurement of new contracts supporting our Direct Labour teams with new contracts for scaffolding and site security close to award with projected cost savings of between 15% and 20%.

New contracts for small tools and plant hire will be tendered during the 2nd quarter of 2018/19 to commence in April 2019.



Windblown trees after storm Emma: South Stratford Canal near Lock 27



Hedge Improvement works: NW, Winmarleigh

2.6. Volunteer Delivery

During B17 the Asset Delivery/Improvement volunteer delivery team were a great success, starting the year with just one employee and ending with a team of 4, delivering a budget of £244k but making efficiency savings of £420k of which £325k was cash with volunteers undertaking works initially planned for contractor delivery.

Headlines include:

- Total Volunteer Hours - 4,386
- Adult volunteers – 165
- Youth volunteers:
 - 15 College students from Ibstock community college
 - 2 work experience students
 - Work packages complete – 28
- Defects repaired – 384
- Off side vegetation:
 - 18 Kilometres of vegetation cut back
 - 530 trees removed

- Graffiti removal
 - More than 200 m2 of graffiti removed
 - 125 locations



Fence and path installation – Gloucester



Grand Union coping stones



2.7. Asset Strategy

Redacted

Good progress continues to be made with the development of the Asset Strategies and ultimately the integrated strategy with efficiency benefits already being seen in the revised culvert inspection regime.

Progress and programme:

- Policy May 2016 / AMS 2017
- Pilot started October 2016
 - Lock gates, public road bridges and culverts
- Pilot completion July 2017
- Phase 2 underway (Oct 17 to Oct 18)
 - Complete lock gates, public road bridges and culverts
 - Locks, sluices, weirs, pumping stations, embankments, cuttings, bank protection, towpath, channel and vegetation
- Phase 3 will include remaining assets (start Oct 18)



FINANCE DIRECTOR'S REPORT

Author: Sandra Kelly, Finance Director

1. PURPOSE

- 1.1. This paper provides a review of the:
 - 1.1.1. Full year financial performance for 2017/18;
 - 1.1.2. Cash flow forecast;
 - 1.1.3. Financial KPIs;
 - 1.1.4. Financial covenant performance;
 - 1.1.5. Private placement accounting; and
 - 1.1.6. Impact of the updated GDP deflator numbers

2. REDACTED

3. RECOMMENDATIONS

- 3.1. The Board notes this report.

4. REDACTED

5. REDACTED

6. REDACTED

7. REDACTED

8. REDACTED

9. REDACTED

10. REDACTED