

Minutes of the meeting of the Board of Trustees of The Inland Waterways Association held on 13<sup>th</sup> August 2011 at Rowington Village Hall, Rowington, Warwickshire.

Present:

Doug Beard	Clive Henderson (chairman)	Peter Scott
Chris Birks	Alasdair Lawrance	Jim Shead
Ivor Caplan	Alan Platt	Vaughan Welch
Ray Carter	Paul Roper	Ian West
Les Etheridge	Jerry Sanders	

In Attendance: Neil Edwards [Chief Executive], Helen Elliott-Adams [Finance Manager] and Mike Palmer [chairman, Waterway Recovery Group].

Apologies for absence were received from, Alastair Chambers, John Pomfret and Paul Strudwick.

9461

#### ANNOUNCEMENTS

Paul Strudwick had been appointed London Region Chairman with effect from the closing date of ballot nominations on 1<sup>st</sup> July, but was unable to be present for this meeting.

Clive Henderson reported that this was Doug Beard's last meeting as a trustee and that he would be succeeded by Gordon Harrower after the Annual General Meeting; there had been no ballot for trustees this year as the number of nominations equalled the number of vacancies.

Clive Henderson reminded members of his observer position on the British Waterways Board and his chairmanship of British Waterways Advisory Forum, and asked other trustees present for any declarations of interest. There were none.

9462

#### MINUTES

Trustees approved the minutes of the Board's meeting held on 11<sup>th</sup> June 2011, including the edited version for publication.

9463

#### NATIONAL CHAIRMAN

Although there was just one nomination, for Clive Henderson, to serve as national chairman from the October meeting of trustees for a further period of one year, in accordance with the procedures agreed at the trustees meeting on 4<sup>th</sup> December 2010, a secret ballot was held. [Clive Henderson was elected].

9464

#### DEPUTY NATIONAL CHAIRMEN

On a recommendation from Clive Henderson, trustees agreed that there should be two deputy national chairmen for the period of 12 months running from the October meeting of trustees. Election would take place at the October meeting. Clive Henderson suggested that trustees should be considering succession planning when considering nominations, and that nominees for the post should be prepared to step into the national chairman's role should the need arise.

MEMBERSHIP RECRUITMENT AND STRATEGY

At the previous meeting region chairmen and chairmen of national committees had been asked to discuss the challenge of declining membership with their branches / committee, and to review their activities and priorities in the light of the need to be doing things that prospective members would genuinely regard as being of benefit to the waterways. Clive Henderson asked each of the region and committee chairmen present to say a few words on how such discussions were developing with their committees. Some committees had yet to meet since the June meeting of trustees, and so this was very much a work in progress. The following points were made:

- (i) Giving publicity to activities that were already happening could produce some quick wins in making IWA look more proactive. In many respects the public relations aspect, and improving awareness of what was happening, was just as important as the doing activity.
- (ii) Buoyant local waterway and restoration groups can draw all the enthusiasm and energy of IWA members in an area, and often there is great overlap of keen members in each organisation, with the consequence that IWA locally becomes inactive. In some areas, restoration groups were perceived as a threat to IWA; this perception needed to be remedied, and opportunities for mutual support encouraged.
- (iii) Modest scale festivals and events, such as trail-boat rallies and the like can be a good motivator to get people committed to roles and being seen as active.
- (iv) Local waterway groups were often keen to work with IWA on events, and it was important to positively contribute on such occasions and to maintain good relations.
- (v) Some branches were struggling just to keep going, without doing anything productive. Such branches were often defensive against any requests and reluctant to attend events where they might gain support. Most branches had insufficient committee members, and few seemed to have an appetite to take on more commitments.
- (vi) Some branches were reluctant to be involved with membership recruitment, and felt it was someone else's problem. Promotions and Communications Committee had tried to help and to support branches, but it seemed that only the more proficient branches had any engagement.
- (vii) The changes within British Waterways presented a good opportunity for branches to become more active, and to provide roles that could prove attractive to other inactive branch members.
- (viii) Some branch officers seemed to have little knowledge of the newsletters and briefings being sent to them, or appeared not to read them; it was suggested that personal visits might be more productive.
- (ix) There was concern that some newly-appointed branch officers received little induction or guidance on appointment and that this may be having an adverse impact on membership recruitment. Members of Promotions and Communications Committee offered to draft some brief notes.
- (x) Finance Committee had put aside a substantial sum that could be spent on membership recruitment initiatives if suitable proposals were put forward; but the sum remained unspent.
- (xi) Branches were being given every encouragement to organise an event, such as a boat rally, during 2012, and this would be supported by IWA Festivals.
- (xii) Proposals to form local groups, separate from branches, had not progressed. Perhaps members needed to be encouraged to be active on the Association's behalf on an individual basis, with

suggestions of suitable activities in *Waterways* magazine, and a contact name who could give support and advice.

- (xiii) Some trustees thought professional public relations support was needed, but others said that recruitment needed to face-to-face to be effective. Guided walks were suggested as a good way to engage with potential members.

Les Etheridge had circulated notes of a discussion with Mike Palmer to follow up trustees' suggestion at the June meeting that WRG's literature and corporate image should include that WRG is part of IWA and incorporate IWA's logo. This had indicated some resistance from within WRG to being seen as fully part of the Association. Most trustees had not yet read the notes.

Clive Henderson asked region and committee chairmen to consider the issues further and all trustees were asked consider positive proposals, rather than just identifying problems, for the next meeting.

9466

#### TRUSTEES SELF APPRAISAL

Notes from the Association's auditors, Saffery Champness, had been circulated suggesting areas that ought to be examined as part of a board appraisal process. Alan Platt suggested expansion of the self-evaluation section. Jerry Sanders suggested that individual face-to-face discussions with the national chairmen were needed, and other trustees agreed. Clive Henderson agreed that both should be done and asked:

- (a) trustees to complete the evaluation forms and send them to him over the next few weeks; and
- (b) committee chairman to review the effectiveness of their individual committees.

9467

#### REGION BYELAWS

At the June meeting, trustees had asked for a paper to consider revisions to the Region Byelaws following the decision to make region AGMs optional. A draft revision of the Region Byelaws had been circulated to trustees prior to the meeting. As well as providing for region AGMs to become optional, the draft revised byelaws also took account of the recent closure of region bank accounts, elimination of extraordinary regional general meetings, a reduction in required frequency of committee meetings and some other minor simplifications and consequential amendments. Neil Edwards explained that the proposals were intended to allow for those regions that wished to operate on a more formal basis to do so, but not to impose such requirements on those regions who felt such procedures did not suit their local situation. Trustees endorsed the proposed revisions and region chairmen were asked to consult branches within their regions on the proposed changes, with a view to the Byelaws being formally amended at the December 2011 meeting and to become effective on 1<sup>st</sup> January 2012.

9468

#### ANNUAL GENERAL MEETING

Clive Henderson reminded trustees that the AGM was due to take place at Cookley, near Kidderminster, on 24<sup>th</sup> September, and encouraged everyone to attend. David Forrester would be asked to take along the projector and microphones. Trustees were reminded that they need to book if they wished to partake in the lunch.

9469

#### COMMITTEE AND COMPANY MINUTES

Trustees accepted the following committee and company minutes:

Finance Committee	11 <sup>th</sup> June
Navigation Committee	(none)
Restoration Committee	16 <sup>th</sup> April

Promotions and Communications	4 <sup>th</sup> June
Waterway Recovery Group	(none)
Inland Waterways Enterprises Ltd	11 <sup>th</sup> June (including edited minutes, for publication)
IWA Festivals	(none)
Essex Waterways Ltd	(none)

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MATTERS ARISING FROM PREVIOUS MEETINGS

Neil Edwards had prepared, and circulated with the agenda, a paper covering matters arising from previous meetings. This was noted. A number of items were highlighted:

- (a) Ian West reported that a draft contact with British Waterways was under negotiation for IWA Festivals to manage some of BW's moorings in London during the Olympics in 2012. There was potential for membership recruitment and to encourage a festive atmosphere. The draft contract was available for any trustee who wished to see it.
- (b) Les Etheridge briefed trustees on the 2012 budget process and reminded budget holders of the 12<sup>th</sup> September deadline for submitting budget figures. Finance Committee had discussed Per Capita arrangements as part of the budget process and had agreed to recommend that per capita payments should cease at the end of 2015 following a period of consultation about the best ways to achieve local communication. Finance committee had felt that there was a need for the Association to improve local communication within branches and also try to assist with improved local fund-raising. Trustees endorsed these proposals. In the short term, Finance Committee had recommended Per Capita payments in 2012 would be budgeted to rise by 10% but based on three payments per annum rather than four.
- (c) Phase II of the web site had gone live; this included new sections for photo galleries, discussion forums and an events diary system with location maps and a bookings facility.
- (d) The Inglesham Appeal had raised a gross figure of about £50,000 just over one year after its launch, but was still some way short of the £125,000 target. Mike Palmer said that WRG would be finalising its 2012 Canal Camps programme in October, and if there was a substantial risk that sufficient funds might not be available to finance works, then WRG could not plan Camps at Inglesham. WRG's recent 'race night', which had raised nearly £3,000, was commended and region chairmen were encouraged to get branches to hold fund-raising events for the Appeal.
- (e) Paul Roper updated trustees on the proposed New Waterways Charity, and drew attention to the recent submission to the Waterways Minister by the All Party Parliamentary Waterways Group, which had been followed up with a meeting between the Group's chairman, deputy and the Waterways Minister at which the funding concerns had been aired. [Section removed]. Clive Henderson reported that a delegation had met with some of NWC interim trustees to consider areas of mutual interest and co-operation. A workshop to progress this has been proposed for the autumn although concerns were expressed that timescales could be tight and thus it might be delayed until the New Year.

9471

NEXT MEETING

Trustees noted that the next meeting of the board of trustees would take place on Saturday 8<sup>th</sup> October at Lapworth old School.

Future Meeting Dates:

3<sup>rd</sup> December 2011 (Lapworth Village Hall)

4<sup>th</sup> February, 14<sup>th</sup> April, 16<sup>th</sup> June, 18<sup>th</sup> August, 13<sup>th</sup> October, 8<sup>th</sup> December 2012 (all at Rowington)

There being no further business, the meeting concluded at 4.35 p.m.