

Minutes of the meeting of the Board of Trustees of The Inland Waterways Association held at 1.30 pm on 13th October 2012 at Rowington Village Hall, Rowington, Warwickshire.

Present:

Ivor Caplan

Alasdair Lawrance

Gillian Smith

Ray Carter

Alan Platt

Paul Strudwick

Alastair Chambers

John Pomfret

Vaughan Welch

Les Etheridge

Paul Roper

Ian West

Gordon Harrower

Peter Scott

Clive Henderson

Jim Shead

In Attendance: Karen Bartlett [partner, Saffery Champness, to item 9595], Neil Edwards [Chief Executive] and Jerry Sanders [Chairman of Promotions & Communications Committee].

Apologies for absence were received from Helen Elliott-Adams [Company Secretary]

The meeting was chaired by Clive Henderson to item 9593, and by Les Etheridge thereafter.

9591

DECLARATIONS OF INTEREST

Ivor Caplan, Clive Henderson and Vaughan Welch recorded their membership of the Canal & River Trust Council. Ivor Caplan, Alan Platt, Peter Scott and Vaughan Welch recorded their positions as members of Canal & River Trust partnerships and other advisory committees. Clive Henderson reported his position as a member of Canal & River Trust's Appointments Panel. Clive Henderson asked trustees present for any other declarations of interest. There were none.

9592

MINUTES

Trustees approved the minutes of the Board's meeting held on 18th August 2012, including the edited version for publication, as a correct record of the meeting.

9593

RATIFICATION OF NATIONAL CHAIRMAN

Clive Henderson introduced this agenda item recording that Les Etheridge had been elected at the August meeting subject to ratification at this meeting. Some members asked whether this ratification needed to be by secret ballot, but it was agreed not. A vote was held, and the appointment of Les Etheridge as National Chairman was approved with 15 votes in favour, one against and no abstentions.

Les Etheridge commented that he had thanked Clive Henderson at the AGM for his achievements during his four years as National Chairman during which much change had occurred and Clive had played a leading role in influencing the changes for the good of the inland waterways.

Trustees noted that they had previously agreed to review the processes for election of officers, so as to eliminate uncertainties, at the December meeting. A paper was under preparation. Action: Neil Edwards

9594

DEPUTY CHAIRMEN AND NATIONAL TREASURER

Les Etheridge announced that there were three nominations for deputy national chairman: Alan Platt, Paul Roper and Ian West. There were no further candidates. Les Etheridge commented that he would be happy to support having all three to act as deputy, and trustees approved the appointments, all in favour, no votes

against and no abstentions. Les Etheridge announced that there was one nomination for National Treasurer: Gordon Harrower, who had been elected as chairman of Finance Committee at the committee's meeting in the morning. There were no further nominations. Trustees approved the appointment, all in favour, no votes against and no abstentions. All appointments were for a period of one year, and trustees waived the procedure to have a secret ballot in each case.

9595

INTRODUCTION FROM KAREN BARTLETT, PARTNER AT SAFFERY CHAMPNES

Les Etheridge introduced Karen Bartlett, partner, Saffery Champnes. Karen briefed the meeting on the processes and outcome of the audit, and in particular noted that there had been no issues of concern of any substance during the audit process. Karen then briefed the meeting on three issues that were currently topical and facing the charitable sector at the moment.

Risk management. Auditors check that a risk management statement is made in the Association's Annual Report, but auditors do not have to report on how trustees undertake their assessment. Although a subjective area, Karen Bartlett stressed that it was seen as a vitally important one for trustees to address, and auditors should check that there is evidence of risk assessment being looked at on a regular basis.

Potential for fraud and error. Auditors should ask trustees what they are doing to protect the charity in these areas, and to seek some evidence of this.

Level of Reserves. The Charity Commission was most likely to instigate an inspection if a charity was perceived to be hoarding funds (i.e. keeping more than a justifiable level of reserves).

[Karen Bartlett then left the meeting. There was an interval in the meeting, from about 1.55 pm to 2.45 pm to hear an address by Vince Moran, Operations Director, Canal & River Trust]

9596

STRATEGY

Les Etheridge had prepared a paper, circulated with the agenda, setting out a number of strategic issues that he believed required attention. Jim Shead and Paul Roper supported the issues outlined as being key priorities. Ian West added his support and said that branches needed to see trustees taking a lead. Alastair Chambers spoke in support and felt that IWA needed to be seen to be supporting boaters, and was pleased that this was reflected in the proposals. Alan Platt noted that Canal & River Trust had concentrated in its publicity on the non-boaters, and that this was therefore a means to differentiate IWA from Canal & River Trust. Ivor Caplan said he supported this, and that CRT now recognised that it had not handled its relations with boaters as well as it might have, and that this should be taken as an opportunity for IWA to attract new support. Members recognised that IWA was recognised as the leading organisation for boaters, notwithstanding the many IWA members with other interests. John Pomfret and Clive Henderson also spoke in support and felt that this was all consistent with the Memorandum of Understanding with CRT and that notwithstanding past IWA work, it was time for IWA to move into a new era, working with CRT but also pushing for better recognition amongst boaters, both for what IWA has done in the past and what it can do in the future.

John Pomfret noted Royal Yachting Association's higher profile on many river navigations, and felt that IWA needed to push itself harder on river navigations and try to shed the 'narrow-boat-only' image. Paul Roper did not disagree, but noted the significant challenge on waterways where boat owners spent some of their time at sea or abroad, as well as on rivers. Vaughan Welch felt the integration of the Environment Agency's rivers within Canal & River Trust would assist this process, and it was yet another reason to maintain a strong lobby on this. Les Etheridge asked how we could take action on this. John Pomfret thought that it was a case for better publicity, and Paul Strudwick said that if the acquisition of EA's waterways took place there would be considerable implications for licence fees for boat owners on EA waterways, and that work was needed in advance of this. Alastair Chambers felt there would be benefit in resolving the disparity of expenditure on East Anglian waterways; this could benefit IWA's position in East Anglia, but might have the opposite effect on the Thames.

Ian West asked if IWA needed to broaden the representation on its committees to more river users and other sectors of boating interests. This met general approval, and the meeting asked Paul Roper to consider this in respect of Navigation Committee. Ian West suggested a wider 'boating council' could be considered. Ivor Caplan asked about getting IWA's message spread through CRT's committees, but noted that IWA was not represented as an organisation in any capacity; it was just individual IWA members putting forward their personal views, which might or might not coincide with IWA's. He noted that vitally important waterway plans were under preparation, and that it was important to influence them now. Paul Roper noted that there were now no stakeholder forums within the new CRT structure and felt there was a serious problem in IWA having influence. Jim Shead said that IWA publishing and promoting its views was the way forward; if public opinion could be influenced then CRT would need to take notice. Vaughan Welch said he was concerned that there was no representation for waterways restoration interests on the Trust; he felt that the many waterway societies who were IWA corporate members expected IWA to take a lead in putting forward their interests with CRT. Clive Henderson responded to Jim Shead's comments, and felt there would be a way for CRT to hear user opinion that had yet to be set up, and that IWA branches needed to engage with local waterway managers to ensure that opportunities to get across their view were identified. Paul Strudwick felt that representations on the Waterway Partnerships had been 'fixed', rather than decided on merit, and that in the London area waterway users were being preached to and not listened to; user meeting notes had all the user input edited out. Clive Henderson asked what engagement there had been in the London area; Paul Strudwick responded that CRT had said they were too busy to talk to him. Les Etheridge responded that such problems needed to be escalated to a national level so that something could be done about them.

Ray Carter noted that only licence holders had been allowed to put themselves forward for advisory committee positions, such as the Council, so that other waterway supporters had been excluded. Vaughan Welch said that IWA region chairman should be asked to read the minutes of local CRT meetings and take up on those occasions where they were less than satisfactory. Jim Shead felt the meeting was getting away from strategy. Les Etheridge noted there no great dissent to the proposals in the paper. Peter Scott felt that more thought was needed, and that trustees had discussed conclusions rather than going through a strategy making process. Les Etheridge responded that the priorities had become sufficiently clear and that the need for taking action was urgent, rather than further discussion; that would not stop wider strategy discussions. Peter Scott felt that each trustee should speak their mind on issues and be public in their views on each CRT and other issue. Alan Platt felt that IWA needed a coherent IWA strategy on each issue of substance that all spokespeople followed, rather than giving their personal views. Les Etheridge and others agreed and felt that inconsistent views from different trustees would risk undermining IWA's credibility and thus be counter productive.

Alastair Chambers proposed the recommendations put forward. Paul Roper had some reservations that IWA should be careful in campaigning for further navigations to join CRT's network, other than the Environment Agency's rivers, as he felt the subject could lead IWA into dispute with some loyal corporate members who would otherwise support IWA. Trustees agreed. Ivor Caplan suggested that IWA should try to progress areas of joint working with CRT outlined in the Memorandum of Understanding – this needed further talks with CRT. Clive Henderson suggested that to assist an understanding of CRT at a local level, there was a need for those on CRT's advisory committees to prepare briefing notes, to be agreed with CRT.

Trustees agreed that:

a) IWA's top priorities in the coming months should be:

- Differentiating IWA from Canal & River Trust;
- Ensuring that management of the inland waterways developed in line with IWA's vision;
- Increasing the profile of boating within IWA;

- Ensuring that IWA was seen as an active organisation that benefited both the inland waterways and represented good value to its members;
 - Reclassification of remainder waterways.
- b) IWA should work with CRT in the manner outlined in the paper and that the National Chairman should be responsible to progress this action. Action: Les Etheridge
- c) IWA needed to clearly differentiate itself from CRT.
- d) Navigation Committee should recommend to trustees the criteria for selection of any additional waterways that IWA might campaign in future years to have transferred to CRT, but that IWA would not currently campaign to have any specific waterways added beyond the EA navigations. Action: Paul Roper
- e) Navigation Committee would be asked to increase the profile of boating (on all waterways, not just CRT managed canals and rivers) within IWA concentrating on the areas agreed by trustees. Action: Paul Roper
- f) In terms of promoting boating, IWA's top priorities should be to address non-compliant moorers and dredging.
- g) Trustees should continue to encourage and support the work of the Branch Campaign Officer.
- h) The budget implications of the above should be considered and allowed for in the final budget proposals to be presented to the December meetings. Action: Gordon Harrower
- i) No further consultation with members was needed as the issues had been widely discussed and there was some urgency if IWA was to demonstrate its effectiveness.
- j) Written reports should be provided to trustees at future meetings covering each agreed area of action. Action: Les Etheridge and Paul Roper

Les Etheridge asked trustees to send him notes for any further comments and that he intended to focus on this topic over the coming weeks. Alan Platt asked about communicating these decisions to members, and trustees agreed that there should be a summary of the decisions in next internal bulletin.

Action: Neil Edwards

9597

BUDGET 2013

Gordon Harrower updated trustees on a discussion held at the morning's meeting of Finance Committee. The 2012 financial result to date was looking to be better than budget, and thus Finance Committee had recommended that no further cuts to budgets would be necessary for 2013. The draft budget for 2013 would be updated shortly.

9598

ROLES AND RESPONSIBILITIES OF BRANCHES AND REGIONS AND THEIR COMMITTEES AND CHAIRMEN

A paper had been circulated with the agenda proposing an update of the 'Roles and Responsibilities of Branches, Regions and their Committees and Chairmen'. The paper had been the subject of revision and consultation with branches and regions over the past four years, but had never quite reached finalisation.

Promotions and Communications Committee had endorsed the paper at its meeting on 6th October.
Trustees:

- (a) Approved the Roles and Responsibilities schedule, as attached to the agenda;
- (b) Confirmed the priority of the campaign work for branches.
- (c) Decided that no further consultation with branches and regions was needed.
- (d) Asked that Gemma Bolton be asked to reformat the structure chart for the website in a manner consistent with the other roles and responsibilities notes on the site. Action: Neil Edwards

9599

FESTIVALS REVIEW GROUP

Alan Platt briefly introduced an update paper prepared by the Festivals Review Group to brief trustees on the work currently in hand by the Group that had been set up at the April meeting. The Review Group had held a face-to-face meeting at the AGM and still planned to report at the December meeting of trustees. Trustees noted the report.

9600

SEVERN NAVIGATION RESTORATION TRUST

A paper explaining that Severn Navigation Restoration Trust had been wound up, and wished to pass the proceeds of its funds to IWA had been circulated with the agenda. Les Etheridge reported that since the paper had been circulated, a cheque for the proceeds had been received. Vaughan Welch explained that the Trust had wound up as it felt it was not making any progress with its objectives. Paul Roper noted that any proposals to try to improve navigation on the river beyond the current CRT navigation authority limit would be increasingly difficult as EA was disposed towards removing structures and impoundments and was against installing new ones. Les Etheridge said that David Struckett, retiring chairman of the Trust, intended to prepare a paper outlining a history of the Trust and suggested that this could be considered for Waterways. Trustees:

- (a) Noted, and accepted with thanks, the offer of funds from the winding up of Severn Navigation Restoration Trust;
- (b) Approved the allocation of these funds to the Association's General Fund;
- (c) Noted a general intent that IWA would probably contribute a similar amount of funds (about £3,000) to any future initiative to develop navigation on the river Severn above Gladder Brook (the present limit of CRT's navigation responsibilities) that was considered at the time to be realistic and practical, but trustees made no undertaking to do so.

9601

COMMITTEE APPOINTMENTS

Neil Edwards had circulated a paper with the agenda following proposals put forward by Restoration Committee, Promotions and Communications Committee and the boards of Essex Waterways Ltd and Inland Waterways Enterprises Ltd. Trustees:

- (a) Approved the reappointment of David Carrington, Gordon Harrower and Gareth Jones to Finance Committee, each for a further term of three years.
- (b) Approved the reappointment of David Carrington to the Investment Working Group for a further term of three years.

- (c) Approved the reappointment of Paul Roper and Gillian Smith to Remuneration Committee, each for a further term of one year.
- (d) Noted the retirement of Madeline Dean from Promotions and Communications Committee.
- (e) Approved the reappointment of Ivor Caplan to Promotions and Communications Committee for a further term of three years.
- (f) Approved the reappointment of Audrey Smith and Gillian Smith as corresponding members to Promotions and Communications Committee, each for a further term of three years.
- (g) Noted that the terms of office of Tony Hinsley, Martin Smith and Luke Walker to Restoration Committee, would expire in November, but that the committee had yet to make recommendations for any reappointment.
- (h) Approved the reappointment of Rick Barnes, James Butler, George Eycott and Harry Watts to the board of Waterway Recovery Group, each for a term of three years.
- (i) Approved the appointment of John Baylis and Spencer Collins to the board of Waterway Recovery Group, each for a term of one year.
- (j) Approved the appointment of Dave Hearnden to the board of Waterway Recovery Group for a term of three years, noting that he was not currently an IWA member.
- (k) Noted the reappointment of Rick Barnes, Pat Barton, Jerry Sanders and Kevin Woods to IWA Festivals committee, each for terms of three years, as approved by the board of Inland Waterways Enterprises Ltd at its meeting earlier that day.
- (l) Noted the appointment of Mike Elwell and Jane Elwell to IWA Festivals committee, each for a term of three years, as approved by the board of Inland Waterways Enterprises Ltd at its meeting earlier that day.
- (m) Noted the retirement of Steve Haywood, Allan Scott and Liz Wilson from Canalway Cavalcade Committee, and of Kevin Woods as a full member.
- (n) Noted the reappointment of Libby Bradshaw and Christine Smith, and the appointment of Freddie Cooke and Mark Saxon to the Canalway Cavalcade committee, each for a term of three years, as approved by the board of Inland Waterways Enterprises Ltd at its meeting earlier that day.
- (o) Noted the appointment of Pat Barton, Nigel Lee, Dorothy Robbie, Roger Squires, Paul Strudwick and Kevin Woods as corresponding members of Canalway Cavalcade committee, each for a term of three years, as approved by the board of Inland Waterways Enterprises Ltd at its meeting earlier that day.
- (p) Approved the appointment of Colin Edmond as a director of Essex Waterways Ltd for a term of three years with effect from 1st December 2012.

9602

COMMITTEE AND COMPANY MINUTES

Trustees accepted the following committee and company minutes:

Finance Committee	18 th August 2012
Navigation Committee	16 th June 2012
Restoration Committee	28 th July 2012
Promotions and Communications	14 th August 2012
Waterway Recovery Group	18 th June 2012

Inland Waterways Enterprises Ltd	18 th August 2012 (including edited minutes for publication)
IWA Festivals	19 th May 2012
Essex Waterways Ltd	15 th June (including edited minutes for publication)

9603

NON-COMPLIANT MOORERS

Paul Roper reported that there had been a long discussion at the morning's meeting of Navigation Committee on the subject of non-compliant moorers. He reported that there had been progress with the issue on the Kennet & Avon Canal, but there was a long way to go in the London area. The Committee accepted that this was a really difficult issue, but IWA was turning the heat up and needed to help from branches and regions – for example with suggesting potential new mooring areas.

9604

WELCHES DAM

Paul Roper reported that there had been a discussion about Welches Dam at the morning's meeting of Navigation Committee. The Environment Agency now seemed willing to allow IWA to arrange repairs to the lock structure and leaky water channel to the east of the lock, but a local IWA member willing to lead the project was needed. Alastair Chambers would try to progress the issue locally.

Action: Alastair Chambers

9605

ADVICE TO BOATERS

Paul Roper reported that Navigation Committee had concluded that the Association needed to give improved advice to boaters on the web site. This would assist IWA's profile amongst boaters and could help encourage membership recruitment and retention. The correct use of VHF Radio and transiting tidal routes were identified as potential early topics. Other areas would be looked at. Navigation Committee would identify potential authors.

Action: Paul Roper

9606

2013 NATIONAL FESTIVAL

Ian West reported that Watford Borough Council had approved the use of Cassiobury Park as the venue for IWA's next National Festival, to take place over 19th to 21st July. Ian intended to lead on promoting a 'Festival of London Waterways', starting with Canalway Cavalcade, and potentially to include events organised by Rickmansworth Waterways Trust (mid-May), Wendover Arm Trust (at Boxmoor, end of May), IWA's Lee & Stort Branch (Ware Festival, in early July), Watford and maybe the Olympic Park (at best a boat procession with no landing). The Angel Canal Festival (Regent's Canal) and Slough Canal Festival (both in September) and an Association of Waterways Cruising Clubs' event at Willowtree Marina on the Grand Union Canal were also possibilities. Any larger event in the Olympics areas would need to wait until 2014. There was also the possibility of arranging cruises on the Thames Tideway with St Pancras Cruising Club and a tie-in with canal clean-ups with assistance from the Branch Campaign Officer. Ian West advised that he was in discussions with Canal & River Trust, Thames 21 and the London Legacy Corporation. If this was successful, and subject to trustees' consideration of the Festivals Review due at the December trustees meeting, a similar arrangement in 2014 might be possible on the Warwickshire Avon. No separate budget would be required to promote the London events, but some resources from the National Festival might be drawn upon. Ian West said that a chairman for the National Festival at Cassiobury Park was being sought, and Gordon Harrower commented that he felt it important that Ian West remained as chairman of IWA Festivals as there were no suitable candidates to replace him and the situation concerning festivals was at a crucial stage.

Les Etheridge briefed the meeting on the discussions about the National Festival at the morning meetings of the board of Inland Waterways Enterprises Ltd and Finance Committee. An early draft budget had been drawn up, giving a deficit of about £20,000 before gate income. IWA Festivals Committee was conscious of the need to meet the Key Performance Indicator set by trustees, but the board of Inland Waterways

Enterprises Ltd felt that IWA trustees needed to confirm their financial support, before the event could be announced and allowed to proceed, as the “work in progress” budget currently showed a loss of up to £20,000. Paul Strudwick felt there was no alternative as a previous commitment to hold a national festival in 2013 had been given. Trustees confirmed acceptance of the risk and that the 2013 National Festival at Cassiobury Park in Watford could be announced in the Bulletin due to go out on Monday 15th October.

Action: Neil Edwards

Gordon Harrower expressed concern that the ‘Festival of London’s Waterways’ proposals might be spreading Festivals team too thin. Ian West explained that most of the London events were already organised and would require little extra manpower, but the key appointment needed was a chairman for the Cassiobury Park event operational team.

Action: Ian West

9607

RESTORATION COMMITTEE

Vaughan Welch reported that the following topics had been discussed at the 22nd September meeting of Restoration Committee

- A guidance note on National Planning Policy was being prepared;
- The Committee recommended that Edward Gittins replace Martin Jiggins as an IWA honorary planning consultant;
- An advert is being formulated to seek applications for a successor for Tony Harrison as an IWA honorary consultant engineer;
- David Jarvis is to take over as the committee’s funding advisor from Ray Buss;
- A note for Bulletin was to be written to explain the Committee’s virtual archive;
- The minutes secretary position has been advertised and one candidate has come forward so far;
- There is concern about the future of Southern Canals.

Vaughan Welch also reported that Navigation Committee had endorsed the proposal for Edwards Gittins to succeed Martin Jiggins as an IWA honorary planning consultant, and trustees approved the appointment.

9608

FINANCE COMMITTEE

Gordon Harrower reported that Nick Parker and Gren Messham had been appointed as deputy chairmen of Finance Committee at the morning’s meeting of the Committee. This was noted.

9609

MATTERS ARISING

Neil Edwards had circulated a paper updating trustees on Matters Arising from previous trustees meetings. Trustees noted the paper and in particular that:

- (a) Vaughan Welch advised that there had been no progress with the review of the Environment Policy. The matter was with Restoration Committee, and Vaughan Welch needed to draft an advertisement to seek someone with relevant environmental experience who could help review the policy paper.
- (b) Clive Henderson had yet to circulate his notes on meeting with CRT trustees, but intended to do so shortly.

9610

IWA IN SCOTLAND

Alan Platt reported that he had circulated a note a few days previous to the meeting setting out his views of IWA’s position in Scotland following recent contact with active members in the area.

9611

NEXT MEETING

Trustees noted that the next meeting of the board of trustees would take place on Saturday 8th December at Rowington Village Hall. The meetings for 2013 had been planned for Saturdays 2nd February 2013, 13th April 2013, 8th June 2013, 10th August 2013, 12th October 2013 and 7th December 2013.

There being no further business, the meeting concluded at 4.30 p.m.