

Minutes of the meeting of the Board of Trustees of The Inland Waterways Association held on 9th August 2014 at Rowington Village Hall, Rowington, Warwickshire.

Present:

Ivor Caplan	Roger Holmes	Jim Shead
Ray Carter	Gren Messham	Paul Strudwick
Les Etheridge (chairman)	Alan Platt	Vaughan Welch
Clive Henderson	Paul Roper	
Gordon Harrower	Peter Scott	

In Attendance: John Butler [chairman, Events Committee], Neil Edwards [Chief Executive] and Helen Elliott-Adams [Company Secretary].

Apologies for absence were received from Richard Collet-Fenson, David Pullen, Gillian Smith, Jerry Sanders [chairman of Promotions and Communications Committee] and Frank Wilson [chairman of Marketing Committee]

Trustees noted with sadness the death of former trustee Tony Harrison on 31st July.

9822

DECLARATIONS OF INTEREST

Ivor Caplan, Clive Henderson and Vaughan Welch recorded their membership of Canal & River Trust's 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 recorded his position as a member of Canal & River Trust's Appointments Committee.

Les Etheridge asked trustees present for any other declarations of interest. There were none.

9823

MINUTES

Trustees approved the minutes of the Board's meeting held on 14th June 2014, including the edited versions for publication, as correct record of the meeting.

9824

NATIONAL CHAIRMAN'S UPDATE

Les Etheridge had prepared a paper, circulated with the agenda, to update trustees on recent campaign developments, and noted the following points:

- (a) His meeting with Angela Smith, shadow waterways minister, had been encouraging and the shadow minister demonstrated a good understanding of the issues involved.
- (b) The All Party Parliamentary Waterways Group inquiry into Canal & River Trust's first two years and the potential for it to take on the Environment Agency's navigations had taken place and appeared to have gone well.
- (c) IWA's marquee at the Stratford River Festival had been successful in most respects, although footfall at the Bancroft Gardens marquee was less than expected. There had been good opportunities to lobby local politicians, who had been favourably responsive.
- (d) Proposals for the plaque to commemorate Robert Aickman at Gower Street were progressing.

- (e) IWA's petition to Parliament concerning HS2 had passed an initial hurdle in that IWA's locus had not been challenged. There would be a second select committee visit to Lichfield. HS2 was reported to be undertaking engineering studies on IWA's proposed alternative route in the Fradley areas, which implied that the proposal was being taken seriously. The One North report for linking northern cities was noted.
- (f) Recent press coverage on the waterways restoration initiative with Canal & River Trust had been encouraging. Vaughan Welch felt that individual waterway restoration projects needed to gain better publicity, and asked trustees to let him know of activities happening in their areas.

9825

CANAL & RIVER TRUST COUNCIL

Les Etheridge had circulated a paper with the agenda and reminded trustees of the brief discussion at the June meeting, wherein he had reported the likely offer from Canal & River Trust for an IWA place on its Council. Since then, Les Etheridge had met with Roger Hanbury from the Trust and details of the prospective offer had been firmed up subject to approval of Canal & River Trust's Council and trustees. The paper had explained that any IWA nominee would be there to represent the Association and not the nominee's personal views, and that reporting back to IWA's trustees in full would be expected. IWA would be able to change its nominee at any time.

[Discussion omitted]. Trustees agreed

- (a) To accept in principle, an offer, if made, subject to clarifying any conditions, for an IWA representative to serve on CRT's Council;
- (b) To respect the confidential nature of the discussions. [further detail omitted];

9826

STRATEGY

Les Etheridge had prepared a paper, which had been circulated with the agenda, to update trustees on the actions that had been undertaken to follow up the strategy discussion at the February meeting and subsequently. Trustees:

- (a) Noted the report and the progress outlined on the various issues;
- (b) Noted the request for regular reports from those with actions;
- (c) Agreed that the original actions should be reviewed to determine if further actions should be identified, and that trustees and national committee chairmen should provide feedback to Les Etheridge by 14th September.

Neil Edwards was asked to remind committee chairmen not present at the meeting.

9827

INLAND WATERWAYS ENTERPRISES LTD

Neil Edwards had prepared a paper, attached to the agenda, on behalf of the board of the Inland Waterways Enterprises Ltd, which recommended the transfer of business from the subsidiary company to the Association. The proposal had been discussed extensively at recent Enterprises board meetings, at Finance Committee meetings and with the auditors. Trustees:

- (a) Approved that on-going business of all parts of Inland Waterways Enterprises Ltd should be transferred to the Association as at 31st December 2014.

- (b) Confirmed that their intent and wish was that all the work of the Association and that currently undertaken by Inland Waterways Enterprises Ltd was for the achievement of IWA's charitable purposes rather than primarily for fund-raising purposes.

9828

RISK MANAGEMENT REVIEW

Gren Messham introduced a paper circulated with agenda, outlining the process for risk management review. Proposed modifications to the Top Risk Register were considered individually. Trustees:

- (a) Approved and adopted the proposed modifications to the Top Risk Register, as set out in Appendix 1 of the agenda paper (other than noting that clarity needed on responsibility for operational risk within Essex Waterways Ltd, which was being considered by the EWL board);
- (b) Agreed not to add a new top risk in respect of the one-off risk of loss at a National Festival owing the changes already adopted in organisation of such events;
- (c) Agreed to adopt a more frequent discussion of individual top risks at trustee meetings, with one or two top risk topics being on the agenda for each meeting. Les Etheridge and Gren Messham agreed to produce a list of subjects for the October meeting.
- (d) Asked that the impact on risk assessment should be considered as a factor when papers were prepared for future trustee meetings.

9829

CRISIS AND INCIDENT MANAGEMENT

Neil Edwards had prepared a paper covering arrangements for crisis and incident management following a request at a previous trustees meeting. Clive Henderson suggested that the level of crisis and incident management needed to be defined, and it was generally felt that it would be helpful to have a more detailed process documented and accessible. Trustees:

- (a) Noted the general arrangements for crisis and incident management as outlined in the paper attached to the agenda, along with the Emergency Procedures for Essex Waterways Ltd.
- (b) Asked Marketing Committee to formulate some advice on the public relations perspective of crisis and incident management.
- (c) Asked that a more detailed process document be considered.

9830

APPOINTMENTS TO COMMITTEES

Neil Edwards had prepared and circulated a paper with the agenda covering proposed committee appointments. Trustees:

- (a) Approved the appointment of Paul Birkett, Christine Smith and Oliver Wilkinson to Marketing Committee for an initial period to April 2015.
- (b) Noted the appointment of John Butler and Mike Elwell to the Events Committee, each for a term of three years, and that John Butler had been elected as chairman of that committee.

9831

COMMITTEE FOR WALES

Alan Platt had prepared a paper to update trustees on the Committee for Wales and its activities. This was noted. Alan Platt added that whilst retiring from the post of General Secretary for the Committee for Wales, Gerallt Hughes was willing to help out on specific tasks, and that in general most matters concerning Welsh waterways would be handled at branch level.

9832

COMMITTEE AND COMPANY MINUTES

Trustees accepted the following committee and company minutes:

Finance Committee	14 th June
Navigation Committee	14 th June
Restoration Committee	31 st May
Promotions and Communications	31 st May
Waterway Recovery Group	(none)
Inland Waterways Enterprises Ltd	28 th May (including edited minutes for publication)
IWA Events	17 th May
Essex Waterways Ltd	(none)

9833

FINANCE COMMITTEE

Gordon Harrower reported on the following items that had arisen at Finance Committee's meeting that morning:

- (a) An encouraging report from the fund raising officer;
- (b) Reports on the income and expenditure for first half of 2014;
- (c) Recent membership recruitment reports, which showed some signs of improvement in membership recruitment, with the first-year-free membership scheme being increasingly successful;
- (d) Investment portfolio performance for the first half of 2014;
- (e) Per Capita payments, the rate for which was to remain unchanged, with no further 10% reductions at year-end.

Clive Henderson asked that trustees be provided with membership recruitment information, to which Gordon Harrower agreed to circulate a summary graph to trustees for the next meeting. More detailed information was available, but was quite complex and required careful interpretation to properly understand the underlying trends.

9834

MATTERS ARISING

Trustees noted a report circulated with the agenda covering matters arising from previous meetings. In response to a question from Les Etheridge, Jim Shead advised that he had not yet invited award winners to receive their awards at the Annual General Meeting, but would do so shortly.

9835

MARKETING COMMITTEE

Les Etheridge reported that he had received a note from Frank Wilson who had advised that the following items had been covered at Marketing Committee's meeting on 12th July:

- (a) The committee had been strengthened with new members with relevant professional experience following an advertisement in *Waterways* magazine;
- (b) The committee had formed sub-groups to consider (i) the Association's declining membership base, (ii) corporate memberships and trade relations, and (iii) public relations in general. These would then inform an overall marketing strategy.

9836

RESTORATION COMMITTEE

Vaughan Welch reported that the following items had arisen at Restoration Committee's meeting on 26th July:

- (a) Future management of [a] Canal;
- (b) The need to advertise for new committee members, include a minutes secretary;
- (c) A grant for [an amount] was to be offered to [a waterways] Trust;
- (d) Training courses were being arranged under Canal & River Trust's restoration initiative.

9837

EVENTS COMMITTEE

John Butler reported that Events Committee had met on 2nd August, with the meeting focusing on arrangements for the forthcoming Saul Waterways Pageant and the 2015 Northampton event.

9838

WATERWAY RECOVERY GROUP

Les Etheridge read a report from Mike Palmer, which he had received that morning, including:

- (a) The increased number of WRG Canal Camps taking place this year;
- (b) Restoration of Inglesham Lock on the Thames & Severn Canal was progressing well, with three weeks of Canal Camps having just being completed;
- (c) The new assistant Volunteer Co-ordinator, Amber Jenkins, was already making a vital contribution to WRG and Camps, and the post would need to be continued on a permanent basis.

839

RETIRING TRUSTEES

Les Etheridge expressed his thanks to Richard Collet-Fenson in his absence, as he was standing down as chairman of Eastern Region at the AGM, and to Paul Roper who was standing down as chairman of South East Region, and also as a member of Navigation and Restoration committees. Les Etheridge paid tribute to the enormous amount of work that Paul Roper had achieved, particularly in parliamentary campaign work associated with the transfer of British Waterways' activities to Canal & River Trust and other key campaign issues. Clive Henderson led other trustees in endorsing Les Etheridge's comments and trustees showed their appreciation.

9840

NAVIGATION COMMITTEE

Paul Roper reported that the following items had arisen from Navigation Committee's meeting held that morning:

- (a) Gren Messham had been elected as successor chairman of Navigation Committee. He intended to stand down from Finance Committee when his current term expired in November;
- (b) There had been a detailed review of the strategy (see minute 9803) table items that required input or action from Navigation Committee;
- (c) Visitor Moorings issues had again been considered in some detail;
- (d) A meeting had been arranged with the Environment Agency to make representations on the closure of Elvington (Sutton) Lock on the Yorkshire Derwent;
- (e) IWA's policy on moorings needed to be reviewed, but was likely only to require modest changes;
- (f) A revised paper on residential moorings was approved;
- (g) Vegetation management issues were considered and the Committee had note that these had been made especially challenging this year with mild and wet weather.

9841

NEXT MEETING

Trustees noted that the next meeting of the board of trustees would take place on Saturday 11th October 2014 at Rowington Village Hall. [The 2015 dates for trustee meetings are 7th February, 18th April, 6th June, 8th August, 10th October and 12th December.]

There being no further business, the meeting concluded at 3.40 p.m.