

Minutes of the meeting of the Board of Trustees of The Inland Waterways Association held on 8th October 2016 at Rowington Village Hall, Rowington, Warwickshire.

Present:

Rick Barnes	Les Etheridge (chairman)	David Pullen
John Butler	Gordon Harrower	Peter Scott
Ivor Caplan	Roger Holmes	Jonathan Smith
Mike Carter	Gren Messham	Paul Strudwick
Ray Carter (to item 10097)	John Pomfret	Helen Whitehouse

In Attendance: Neil Edwards [Chief Executive], Andrew Overy [Finance Manager], Mike Palmer [chairman of Waterway Recovery Group], David Rowe [member Finance Committee to item 10090] and Alicen Stenner [Marketing Manager].

Les Etheridge welcomed Jonathan Smith and Rick Barnes to the meeting as newly elected trustees, and David Rowe to present the paper on KPIs.

Apologies for absence were received from Gillian Smith and Gareth Jones.

10087

DECLARATIONS OF INTEREST

Neil Edwards recorded his membership of Canal & River Trust's Council. Ivor Caplan, Gren Messham, Mike Palmer, David Pullen and Peter Scott recorded their positions as members of Canal & River Trust partnerships and other advisory committees.

Les Etheridge asked trustees present for any other declarations of interest. Helen Whitehouse declared her membership of Chesterfield Canal Trust.

10088

ELECTION OF OFFICERS

Proxy votes had been received from absent trustees Gareth Jones (proxy Gordon Harrower) and Gillian Smith (proxy Jonathan Smith).

There were two nominations for national chairman, Les Etheridge and Paul Strudwick. Les Etheridge was elected by secret ballot. [This item was chaired by Gren Messham. The votes cast were 14 votes for Les Etheridge and 3 votes for Paul Strudwick].

Les Etheridge recommended that there should be two deputy national chairmen for the coming year. Trustees agreed.

There were three nominations for deputy national chairman: Ivor Caplan, Gren Messham and Paul Strudwick. Ivor Caplan and Gren Messham were elected by secret ballot. [The votes cast were 13 votes for Gren Messham, 12 votes for Ivor Caplan and 6 votes for Paul Strudwick].

There was one nomination for national treasurer, Gordon Harrower, who was duly elected. Gordon Harrower indicated that he did not wish to hold the post for the full one-year term and welcomed other trustees to consider taking on the post. Jonathan Smith indicated that he would be prepared to discuss the post with Gordon Harrower outside the meeting.

10089

MINUTES

Trustees approved the minutes of the Board's meeting held on 6th August 2016 including the edited versions for publication, as correct record of the meeting. Trustees asked that the procedures be reviewed with a view to people present at a meeting being the ones entitled to vote for their approval.

10090

KEY PERFORMANCE INDICATORS

Gordon Harrower introduced David Rowe who had prepared a paper attached to the agenda proposing a short series of Key Performance Indicators and their presentation. David Rowe briefed trustees on the process that had led to the production of the presentation, and took trustees through the individual KPI graphs. During the presentation, trustees:

- (a) Asked that each graph should show the most recent four quarters, rather than just the quarters from the present calendar year.
- (b) Asked that the membership KPI graphs should show (i) the current total number of member, and (ii) the number of corporate members, as figures at the bottom of the chart.
- (c) Noted that the KPI for events would be changed to an annual figure, and would not be updated quarterly owing to the seasonal nature of events.
- (d) Noted that the KPI graphs for the mail order and show sales and for website unique visitors per month would be revised following discussions at the morning's meeting of Finance Committee.
- (e) Asked for more regular financial management reports to give an indication of adherence or otherwise to budgets and the overall financial position and trends for the Association.
- (f) Asked for consideration to be given, that when other important objectives were set, other KPIs should be produced that would provide useful guidance as to whether they were being met.
- (g) Asked for the KPI reports to be circulated on a quarterly basis with a covering introduction and thanked David Rowe for his work on the KPIs.

10091

NATIONAL CHAIRMAN'S UPDATE

Les Etheridge had provided a written report, which had been circulated with the agenda papers. He drew trustees' attention to the following points.

- (a) Chris White, MP for Warwick, was likely to take over from Richard Benyon as chairman of the All Party Parliamentary Group for the Waterways. Richard Benyon wished to stay involved with the Group and would become a deputy chairman. Ivor Caplan reported that he spent some time on board a Canal & River Trust vessel at the Conservative Party Annual Conference, and felt there was a lack of awareness about the Group amongst MPs.
- (b) Canal & River Trust senior management had been very supportive towards the transfer of Environment Agency navigations at the Trust's Annual Meeting on 22nd September.
- (c) Canal & River Trust had taken up boaters' concerns about unilateral reciprocal licence arrangements with senior management at Peel Holdings, over the head of local Bridgewater Canal management.
- (d) The meeting between Les Etheridge and Rod Bluh, chairman of Wilts & Berks Canal Trust, had not yet taken place. The tragic accident at Pewsham Locks and subsequent strong support from IWA's insurers was noted.

- (e) Reports of the Environment Agency's bureaucratic approach to regulatory charges had been a topic of discussion from a number of waterway organisations, and consideration was being given to making representations to the Agency at a senior level.
- (f) The Pelsall festival had been a successful event, but had recruited few new IWA members and was likely to make a loss of about [an amount] John Butler would review operating procedures and compare expenditure against Canalway Cavalcade to try to avoid any similar losses.

Trustees:

- i. [Confidential item].
- ii. Agreed that they would provide the national chairman with any relevant information on Environment Agency charging that they were aware of, outside the meeting.
- iii. Noted the updates and information in the paper.

10092

MARKETING STRATEGY AND PLAN FOR 2017

Alicen Stenner introduced the Marketing Plan for 2017, which had been circulated with the agenda and briefed trustees on work currently being undertaken by Marketing Committee and the team at Head Office and plans for the coming year. The need to feed in news and campaigns to the Press Office was noted, and it was suggested that more emphasis might be made on navigation campaign issues. Trustees:

- (a) Endorsed the overall shape of the plan, and agreed to send in any comments to Alicen shortly after the meeting.
- (b) Endorsed the objectives identified in the Plan, and
- (c) Approved the intent and priority of activities that the plan contained.

10093

HEALTH & SAFETY REVIEW

Jenny Black has prepared a report covering accidents and near-misses reported over the past year (from 1st July 2015 to 30th June 2016), which had been circulated with the agenda. Concern was expressed as to whether all parts of the Association were reporting all accidents and near-misses, and noted the need to sell the benefits of reporting. Trustees:

- (a) Noted the report and actions taken;
- (b) Reaffirmed the existing Health and Safety Policy for a further year, but suggested that it ought to be subject to some external review during the next 12 months;
- (c) Asked that all trustees and committee chairmen to actively encourage all parts of the Association to report accidents and near-misses so that the Association could learn from mistakes, see trends and put into place more robust health and safety measures;
- (d) Asked that encouragement be given to other waterway restoration groups to have a stronger Health & Safety regime, without implying any criticism.

10094

[Confidential item]

10095

NAVIGATION COMMITTEE STRATEGY

Gren Messham had prepared and circulated a report with the agenda and reported that the following issues had been discussed at the morning's meeting of Navigation Committee:

- The document with IWA's recommended list of navigations to be transferred to CRT from the Environment Agency had been finalised but not yet published.
- Approaches had been received separately from Scottish Canals (the navigation authority) and users on the Lowland Canals, both expressing the desirability of IWA taking a greater interest in Scottish waterways. There was concern at recent steep increases in charges to boaters.
- HS2 – IWA's appearance at the House of Lords select committee had yet to take place, but was expected to be timetabled for towards the end of October.
- Elvington Lock – Potential lease documents had been copied to relevant parties.
- Dialogue continued with Canal & River Trust about winter stoppages.
- A formal objection had been lodged to the Environment Agency's Boston Barrier Transport & Works Order application.
- An updated policy on Continuous Cruising had been approved.

10096

RESTORATION STRATEGY

Les Etheridge reported that the working group appointed by trustees at the August meeting met on 24th August, along with himself, and had corresponded since then to draft a set of notes that were circulated with the agenda along with a covering paper. These notes showed headline arrangements that the Group recommended to trustees that the Association should adopt in setting out the working arrangements for IWA to address waterways restoration in the future. There remained some detail to be considered. Neil Edwards and Les Etheridge were due to meet with the remaining members of Restoration Committee on 22nd October, which would allow them further input into the process. Trustees noted and supported the outline arrangements for the Association's restoration strategy and that a final paper with detailed arrangements would be put to the 26th November meeting.

10097

BRANCHES STRATEGY

Helen Whitehouse had prepared a paper, circulated with the agenda, which set out some of the difficulties being experienced by some branches, many of whom were surviving with a small number of officers. Helen proposed that the scale of such challenges should be investigated with a view to providing better support. All the region chairmen present supported the views expressed in the paper and trustees asked Helen to progress the ideas discussed in the paper in liaison with other region chairmen. A meeting of all the region chairmen was suggested.

10098

WEBSITE AND E-MAIL POLICIES

Updated draft policies covering the use of e-mail and Internet policies, recommended by Marketing Committee, had been circulated with the agenda. Trustees agreed the policies. [detail omitted].

10099

CHIEF EXECUTIVE'S REPORT

Neil Edwards had prepared a report that was circulated with the agenda. Trustees noted the report.

10100

APPOINTMENTS

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

- (a) Approved the re-appointment of Dave Hearnden to Events Committee for a further term of three years.
- (b) Approved the re-appointment of Jerry Sanders to Canalway Cavalcade for a further term of three years.
- (c) Approved the appointment of Rick Barnes as IWA's representative to Cotswold Canals Partnership Board for a term of three years.

Roger Holmes reported that Martin Turner had resigned as chairman of Gloucestershire and Herefordshire Branch and other IWA posts, and asked for local consultation about local posts.

10101

COMMITTEE AND COMPANY MINUTES

Trustees accepted the following committee and company minutes:

Finance Committee	6 th August
Navigation Committee	6 th August
Restoration Committee	(none)
Marketing Committee	9 th July
Promotions & Communications	16 th July (final meeting)
Waterway Recovery Group	15 th May
Events Committee	23 rd July (final meeting before becoming a sub committee)
Essex Waterways Ltd	6 th June (including edited minutes for publication)

10101

MATTERS ARISING

Trustees noted a report circulated with the agenda covering matters arising from previous meetings.

10102

WATERWAY RECOVERY GROUP

Mike Palmer highlighted the following issues that had been discussed at the recent WRG meeting:

- The WRG Van Appeal would close at the end of October and the remaining costs for the two vans to be purchased would be funded from WRG Restricted Funds.
- The 2016 Bonfire Bash would be held at Killamarsh on Chesterfield Canal (with some additional work on the Cromford Canal) on 5th and 6th November.

10103

FINANCE COMMITTEE

Gordon Harrower reported that the following issues had been amongst those discussed at the morning's meeting of Finance Committee:

- There had been three applications for grants from the Tony Harrison legacy so far, and a working group was to be set up to short list the applications.
- A full review of IWA's Investment Portfolio and management arrangements was underway. There would be a paper for the next meeting.
- A budget for 2017 for the Association had been drafted and considered, but it was proving challenging to reduce the deficit below [an amount].

10104

[Confidential item]

10105

NEXT MEETING

Trustees noted that the next meeting of the board of trustees would take place on Saturday 26th November 2016.

Note: The dates planned for 2017 meetings are:

11th February

8th April

10th June

5th August

7th October

25th November

There being no further business, the meeting concluded at 5.10 p.m.