

Minutes of the meeting of the Board of Trustees of The Inland Waterways Association held on 24<sup>th</sup> November 2018 at Rowington Village Hall, Rowington, Warwickshire.

Present:

Ivor Caplan (Chairman)	Paul Rodgers	Peter Scott
Robert Atkins [by video]	Nicki Schiessel Harvey	Verna Smith
Rick Barnes	Jonathan Smith	Roger Stocker
Chris Howes (to minute 10310)	Paul Strudwick	
Mike Palmer	Helen Whitehouse	

In Attendance:, Neil Edwards [Chief Executive] Jane Elwell [Chairman, Events Committee], Jo Henderson [Campaigns and Media Officer, to minute 10310], Claire Norman [Marketing Committee, to minute 10310] Peter Johns [Chairman, Marketing Committee], Alison Smedley [Campaigns Officer, to minute 10310], Alison Stenner [Marketing Manager, to minute 10310]

Apologies for absence: None

Jonathan Smith announced that he would be standing down as a trustee at the end of the meeting.

10303

#### DECLARATIONS OF INTEREST

Neil Edwards recorded his membership of Canal & River Trust's Council.

Peter Scott recorded his membership of Canal & River Trust's Yorkshire and North East Regional Advisory Board.

Mike Palmer recorded his membership of Canal & River Trust's Volunteers Advisory Committee.

Peter Johns declared that he was managing director of Waterways World Ltd

Nicki Schiessel Harvey declared her membership of Canal & River Trust's Heritage Advisory Panel.

Ivor Caplan asked trustees present for any other declarations or conflicts of interest. There were none.

10304

#### NATIONAL OFFICERS

The following were elected as national officers for following 12 months.

National Chairman: Ivor Caplan

Deputy National Chairmen: Rick Barnes and Paul Strudwick

National Treasurer: Ray Carter

10305

#### MINUTES OF THE PREVIOUS MEETING

Trustees approved the minutes of the Board's meeting held on 8<sup>th</sup> September 2018, including the edited minutes for publication, subject to correction of the date of the meeting.

10306

#### HOW TO RUN CAMPAIGNS

Ivor Caplan welcomed Claire Norman, who gave an illustrated talk on 'How to run Campaigns'. The talk explained the fundamental principles of running a good campaign and how they should be run,

including how they should be planned, targeting the right audience they are aimed at, focussing on clear achievable outcomes, measuring success or failure, and thanking those who helped the achievement.

Ivor Caplan thanked Claire for a thought-provoking presentation and trustees agreed that the Association needed to take note of what had been said and to address the issues raised.

10307

#### MARKETING PLAN FOR 2019

Alicen Stenner had prepared a paper setting out Marketing Committee's plan for the coming year, which had been circulated with the agenda, and introduced the plan. Key points were:

- The coming year would be dominated by the introduction of the new CRM software and web site. This investment in IT was seen as crucial to developing IWA's campaigning profile and increasing membership, engagement and income generation.
- The new CRM would look after members and volunteers better, and would allow far more proactive engagement and marketing.
- The new web site would focus on key objectives, including driving up membership and improving income generation.

Trustees approved the Marketing Plan and budget accepted the lack of compelling campaigns to appeal to IWA's target audience continued to hamper membership recruitment. The recruitment of a marketing executive on a nine-month contract was also approved.

[Detail omitted]

Trustees also confirmed that the contracts for the new CRM software and website should be signed.

10308

#### BUDGET FOR 2019

Andrew Overy had prepared a paper covering the proposed budget for 2019, which had been circulated prior to the meeting. Jonathan introduced the paper, which had been considered in some detail at the meeting of Finance Committee earlier in the day. The operation deficit in the budget was approximately [an amount], which reduced to [an amount] after net finance and investment income. The forecast free funds at the end of 2019 were [an amount], which was substantially in excess of the Association's reserves policy. Finance Committee had recommended acceptance of the budget, as set out, and had authorised additional expenditure of up to [an amount] on additional accounting support from the auditors, if required. Trustees approved the budget for 2019.

10309

#### THE 'WATERWAYS IN PROGRESS' RESTORATION REPORT

Ivor Caplan introduced the draft report circulated with the agenda, and said that it had well received where it had been seen and presentations made. Mike Palmer explained that the report remained in draft and that the working titles 'Waiting Gain' or 'Waterways in Progress' would be changed. Robert Atkins reported that he had discussed the draft report with Alicen Stenner and Jo Henderson in the preceding week and felt that further work was required on how the report would be used and politicians and decision-makers would be engaged with. Mike Palmer explained that it was currently intended to launch the report in the spring once an accompanying film had been shot and a launch event identified. A celebrity introduction was also being sought.

10310

#### CHANGING USE OF THE WATERWAYS REPORT

Les Etheridge had prepared a paper, which had been circulated with an initial draft of the report in so far as it had been progressed. There were many gaps in the report as some contributors had failed to produce what they had promised, and factual information had been more difficult to obtain than had

been expected. Trustees agreed that the absence of such information needed to be drawn to wider attention, and that the figures that Les Etheridge had assembled were useful in their own right. It was suggested that the draft paper should be put in the public domain with a view to identifying sources for the missing information. Ivor Caplan offered to give further thought as to how the information gained so far could be made of use of and trustees agreed.

10311

#### NATIONAL CHAIRMANS UPDATE

Ivor Caplan introduced the National Chairman's update report and in particular highlighted that:

- The Annual General Meeting had concluded earlier in the day, and the accounts had been approved and the auditors reappointed.
- Two members' resolutions had been discussed on the 29<sup>th</sup> September and trustees approved that Events Committee should report direct to trustees, rather than via Marketing Committee, until a review into the circumstances of arrangements for Events Committee had been concluded by Audrey Smith
- A meeting had been held with Policy Connect on 21<sup>st</sup> November, which had reviewed IWA's parliamentary activities over the past year and plans for 2019. [Discussion omitted].
- There had been a useful meeting, alongside RYA and British Marine on 21<sup>st</sup> November with civil servants at Defra, where it appeared to have been accepted that the Environment Agency was receiving inadequate funding to enable it to maintain its navigations in a sustainable manner. Defra had asked us to supply further detail of closed waterway structure, commercial opportunities that EA was unable to pursue through being a government body and barriers to further volunteer involvement.
- There had been an announcement on 22<sup>nd</sup> November by the Scottish Government of additional £5m funding during this financial year to enable repairs on the Caledonian and Forth & Clyde canals, which answered some of IWA's campaign in this area. IWA had received favourable mention in 'the Scotsman' and comment had been requested from the newspaper for a further article.
- Surrey and Hampshire county councils had reported that their negotiations for Canal & River Trust to take over the Basingstoke Canal had floundered owing to the size of the dowry that the Trust had required to take the waterway on. Verna Smith had attended the most recent meeting of the Joint Management Committee for the canal, at which the new chairman of that committee had announced that renewed efforts would be made to restart the negotiations with CRT.

Paul Rodgers expressed concern that the National Chairman's Update did not accurately reflect the full impact of [a] damaging post-AGM communication and that trustees should review how that matter should be recorded and resolved. Ivor Caplan would consider the matter further.

[Roger Stocker and Nicki Schiessel Harvey left the meeting at this point. Owing to late running of the meeting, the following items were dealt with summarily]

10312

#### CHIEF EXECUTIVE'S REPORT

Neil Edwards had prepared a report which had been circulated with the agenda. Trustees noted the report and updates provided and agreed that further efforts should be made to try to secure the future of the Neath Canal. The question of whether, in principle, to nominate a trustee to Wessex Waterways Trust, and if so how appropriate candidates might be sought, was deferred to the next meeting.

10313

ACCIDENTS AND HEALTH AND SAFETY REPORT

A report had been prepared by Alex Melson and circulated with the agenda, but consideration was held over until the next meeting.

10314

INVESTMENT STRATEGY

A report and proposed strategy for 2019 had been prepared by Andrew Overy and circulated with the agenda. The paper had been considered at Finance Committee, and the strategy, which was the same as for 2018 with one minor change, had been recommended by Finance Committee. This was approved.

10315

RESERVES POLICY FOR 2018

A planned review of the Reserves Policy had not taken place and the current policy, approved in 2017, had been circulated with the agenda. In the absence of a review the existing policy would remain in place until considered later in 2019.

10316

APPOINTMENTS TO COMMITTEES

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

- (a) Approved the appointment of Ray Carter and John Butler and the reappointment of David Carrington to Finance Committee, and also the reappointment of David Carrington to the Investment Working Group, each for a further term of three years.
- (b) Noted the retirement or resignations of Gareth Jones, Gillian Smith and Jonathan Smith from Finance Committee, and of Andrew Overy from the Investment Working Group.
- (c) Noted the resignation of Liz Payne as a corresponding member of Navigation Committee.
- (d) Approved the appointment of Ray Carter, John Fevyer and Helen Whitehouse as corresponding members of Marketing Committee.
- (e) Approved the re-appointment of Libby Bradshaw, Pete Fleming and Christine Smith for further terms of three years, and the appointment of Roger Stocker for an initial term, as members of Canalway Cavalcade Committee.
- (f) Approved the appointment of Nick Coolican-Smith, Craig Haslam, Dorothy Robbie, Terry Smith, Alicen Stenner and Roger Squires as corresponding members of the Canalway Cavalcade Committee for the next year, and that Terry Smith's appointment at the September trustees meeting should have been as a corresponding, rather than as a full, member of that committee.
- (g) Noted the resignation of Lynda O'Hare from Canalway Cavalcade committee.
- (h) Approved the reappointment of Jane Elwell, Pat Barton, Alicen Stenner, Barbara Bridge and Mike Moorse for further terms of three year terms, and the appointment of Peter Carter, Gill Weber and John Butler for initial three-year terms, to Events Committee.
- (i) Noted the resignation of Christine Denton and David Venn from Events Committee, and approved that David Venn remained as a corresponding member for an initial three year term.

- (j) Approved the reappointment of Rick Barnes, George Eycott, Dave Hearnden and Harry Watts to the Waterway Recovery Group board for further three-year terms.
- (k) Noted the resignation of Jude Palmer from the Waterway Recovery Group board.
- (l) Approved the appointment of Phil Sharpe as a corresponding member of Navigation Committee for an initial term of three years.
- (m) Noted the resignation of Andrew Overy as Company Secretary for IWA and the dormant Waterway Recovery Group Ltd effective from the end of the year.
- (n) Approved the appointment of Neil Edwards as IWA Company Secretary with effect from 1<sup>st</sup> January 2019.
- (o) Noted and supported the proposed appointment of Neil Edwards as a director and company secretary of the Company of Proprietors of the Chelmer and Blackwater Navigation.
- (p) Expressed their gratitude to resigning and retiring committee members for the work achieved during their periods of service.

10317

REPORTS FROM NATIONAL COMMITTEES

Financial, marketing and events reports had been circulated with the agenda, but these were not discussed owing to late running of the meeting.

10318

COMPANY AND COMMITTEE MINUTES

Trustees accepted the following committee and company minutes:

Events Committee	22 <sup>nd</sup> September
Finance Committee	8 <sup>th</sup> September
Navigation Committee	4 <sup>th</sup> July and 26 <sup>th</sup> September
Marketing Committee	15 <sup>th</sup> June
Waterway Recovery Group	13 <sup>th</sup> May and 23 <sup>rd</sup> September
Essex Waterways Ltd	4 <sup>th</sup> July (including edited minutes for publication)

10319

MATTERS OF REPORT AND MATTERS ARISING FROM THE LAST MEETING

Trustees noted the written report, attached to the agenda, which updated matters arising from the previous meeting.

NEXT MEETING

Trustees noted that the next meeting of the board of trustees would take place on Saturday 16<sup>th</sup> February 2019, at Rowington.

Other 2019 meeting dates were 11<sup>th</sup> May, 22<sup>nd</sup> June, 10<sup>th</sup> August and 16<sup>th</sup> November

There being no further business, the meeting concluded at 5.00 p.m.