

# CANAL & RIVER TRUST

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## Waterway Partnerships – Terms of Reference

### 1. Purpose.

- 1.1 The Waterway Partnership is integral to the stewardship and development of the Waterway.
- 1.2 The local Waterway Manager and Chair of the Partnership will work closely together to harness the knowledge, skills, expertise, and wider connections of the Partnership to support and develop waterway planning, management and operations for the benefit of everyone interested in the waterway – users, local communities and business, environment and heritage interests.
- 1.3 The role of the Partnership is advisory and action-orientated, outward-facing and locally engaged with people, decision-makers and communities within the area of the Partnership. The Partnership will work with the management team to facilitate and promote improvement and development of the waterway including:
  - development of an overarching vision and strategy for the waterway
  - development of strategies and plans for the waterway which fully embrace local engagement and participation, working with local partners throughout the area covered by the Partnership
  - advising on the allocation of discretionary resources for the maintenance and improvement of the waterway
  - development of new funding, volunteer and other resources for maintenance and improvement of the waterway
  - advising on how to balance the interests of waterway users, the local community and others with an interest in the waterway as well as the natural, built and social heritage
  - championing the interests of the waterway to local political, business and voluntary sector leaders and organisations, funders and others in a position of influence
  - preparing an Annual Report and holding an Annual Public Meeting

### 2. Membership.

- 2.1 The Partnership will have a minimum of 8 members with an option to increase this to 12 at the discretion of the Chair of the Partnership. The Waterway Manager will be an *ex officio* member of the Partnership.
- 2.2 The first Chairs of the Partnership were selected by the Transition Appointments Committee. The permanent Appointments Committee now fulfils this function for all future recruitment.
- 2.3 Members of the Partnership were selected by the Chair of the Partnership and senior representatives of the local management team and their appointment shall be subject to ratification by the Trustees.
- 2.4 Appointments will be for a period of up to three years but members may apply to serve for additional terms such that they serve no more than 6 years.
- 2.5 With the agreement of the Chair and on the basis of a majority vote at a properly constituted meeting, the Partnership may co-opt additional members to meet specific areas

of skill and experience and/or tasks. Co-options will be for a finite period of up to 12 months.

- 2.6 The duty of all members of the Partnership is to act at all times in a manner that promotes the charitable objects of the Trust in relation to the waterway rather than to represent any particular interests or causes.
- 2.7 All members will be based in the locality, credible and knowledgeable in their area of expertise. All positions will be un-remunerated, but agreed expenses will be reimbursed from the resources of the local waterway.

### **3. Conduct and Management of Business.**

- 3.1 Meetings will be held no less than 4 times per annum. Notice of meetings and an agenda will be issued 7 days before each meeting.
- 3.2 Meetings of the Partnership will be convened by the Chair. The quorum for the Partnership will be 5 members.
- 3.3 The business of the Partnership will, as far as possible, be conducted by consensus of members. If necessary, decisions will be made by simple majority vote. All members shall have one vote. In the event of a tied vote, the Chairman will have a casting vote.
- 3.4 Members of the Partnership will be expected to attend at least 75% of meetings in any year. Absence for three consecutive meetings will, at the discretion of the Chair, disqualify membership and the position will be re-advertised.
- 3.5 With the agreement of the Chair and on the basis of a majority vote at a properly constituted meeting, the Partnership may set-up and regulate sub-committees for topic or task-based work, agreeing their terms of reference including any appropriate rules on quorum. This may include, *inter alia*, topic areas such as local engagement and participation, fundraising, volunteering, finance, waterway development and planning.
- 3.6 Working with the Chair, the waterway management team will provide the secretariat for the meetings of the Partnership and Committees – to agree meeting dates and venues, issue meeting agendas and provide a written record of all meetings which, once approved, will be publicly available on the website.

### **4. Role of the Chair and Members.**

- 4.1 The roles of the Chair and Partnership Member are defined by role profiles.
- 4.2 The Chair is a member of the Trust Council, *ex officio*, and will represent the Partnership when required.
- 4.3 The Chair will be the lead ambassador for the Partnership. He/she will chair all meetings of the Partnership, the Partnership Annual Public Meeting and attend Council meetings and meetings with other Chairs. In his or her absence the Partnership will select a Chair for the meeting.
- 4.4 Members of the Partnership support the work of the Partnership, providing a range of skills, knowledge, expertise and wider connections relevant to the area covered by the Partnership.

## **5. Accountability.**

- 5.1 The Chair is accountable to the Chair of Trustees. The Partnership as a whole is accountable to Trustees.
- 5.2 The Partnership will regularly review its performance, learn from its experience and share experience with other Waterway Partnerships. Partnership Chairs will meet periodically to inform this process.

## **6. Activities.**

- 6.1 The scope of work undertaken by the Partnership is limited only by their overarching purpose of supporting the most effective and efficient stewardship of the waterway and the energy and commitment of Partnership Members.
- 6.2 It is important that the non-executive status of the Partnership is clear and that the management reporting line from the management team to senior management and the main Board of Trustees is respected. The Partnership is intended to advise, inspire, take practical action, enable others, open doors, support, and forge local relationships that will benefit the waterways. It is not an executive body, a shadow board of Trustees, or a user group.
- 6.3 Within its remit the Partnership will have every opportunity to influence and shape opinion and decisions through the management and governance structures of the Trust and with key stakeholders.
- 6.4 In developing local engagement and participation, the Partnership will want to consider what actions are needed to reach local communities and involve them in the waterways.
- 6.5 In all its activities, the Partnership will need to work closely with the local management team, nurturing and valuing the skills they bring whilst also, where appropriate, encouraging a culture that is welcoming of change, participation and new ways of working.
- 6.6 The Partnership will advise and comment on the public affairs strategy for the waterway.
- 6.7 Members will act as Ambassadors for the Partnership in all external facing activity and will report back activity at meetings of the Partnership and the Partnership Annual Public Meeting.

## **7. Programme of Business.**

- 7.1 The Partnership will determine its programme of activity, to meet local needs and to exploit local opportunities.
- 7.2 The following is a short list of actions that a Partnership will wish to consider, working closely with the management team:
  - Agree a 10-year vision for the waterway
  - Understand and endorse the budget and 3-year business plan for the waterway before this is submitted for incorporation into the Trust's wider business plan
  - Open-up new funding and sponsorship

- Understand performance against budget and act to support on any emerging issues
- Endorse and act to support local management decisions in areas such as maintenance spend
- Endorse and monitor customer service standards
- Work with the management team to encourage volunteering in all areas of waterway management
- Develop and act to implement a strategy for local engagement and participation
- Agree with the Manager a programme to develop local business sponsorship and act to implement
- Champion the waterway in briefings with local politicians and stakeholders
- Identify opportunities to engage and influence key stakeholders
- Advise on policy and funding developments which may impact on the activity of the waterway
- Encourage innovation and fresh insights into how the waterway is managed and relates to local priorities
- Engage with waterway users, young people and new audiences and encouraging waterway-based activity

## **8. No Legal Partnership.**

Nothing in these Terms of Reference is intended to create any legally binding relationship among the members, nor a Partnership at law.

**January 2014**