

REPORT TO CANAL & RIVER TRUST COUNCIL

APPOINTMENTS COMMITTEE REPORT

The Trust in Wales – proposal for a new Wales Board - *Bwrdd Glandŵr Cymru* – to replace the All Wales Partnership

1. Background.

The paper **attached** provides a review of our engagement in Wales and proposes a new Board – ***Bwrdd Glandŵr Cymru*** – to replace the All Wales Partnership.

The paper has been drafted with the support of Mark Lang, current Chair of the All Wales Partnership, and Andrew Stumpf, Head of Wales.

The paper has been considered by the Trustees and has their support.

The Appointments Committee has considered the recommendations and supports the new ***Bwrdd Glandŵr Cymru*** together with the proposal for a new nominated member of Council drawn from the membership of the proposed ***Bwrdd Glandŵr Cymru***.

It is expected that the new Board will be in place by 30 September 2015.

2. Recommendation.

The Committee recommends that Council endorses creation of the new *Bwrdd Glandŵr Cymru*.

The Committee further recommends that the Trust Rules are revised at the next opportunity to create a new nominated seat to provide continuing representation for Wales on the Council.

Lynne Berry
Chair Appointments Committee
11 March 2015

The Trust in Wales – how do we strengthen our engagement with social, political, economic and cultural life in Wales?

1. Introduction.

The All Wales Partnership was established under *Glandŵr Cymru – The Canal and River Trust in Wales* in March 2012. Over the last three years the Partnership has enjoyed significant achievements including the establishment of an MoU with Welsh Government, a long-term Partnership with Cardiff University, dialogue with Public Health Wales and Natural Resources Wales, and completion of a 10-year strategy for the Waterways of Wales. The Partnership has also significantly raised the national profile of the Trust in Welsh civic life and more generally.

In this time the Welsh Assembly has seen a significant increase in its primary legislative powers and the establishment of a Welsh Treasury function. In the next few years we may see further development of the devolution model in Wales. It is therefore appropriate to reflect on what has been achieved, to review the role of the Partnership, and to consider how the Trust can further strengthen its engagement with social, political, economic and cultural life in Wales.

2. The experience of the first 3 years.

Canal & River Trust operates in England and Wales, two countries with different cultures and political structures. Welsh waterways represent 3% of CRT's network by length but include the Trust's only wholly-owned World Heritage Site and, in the Monmouthshire & Brecon Canal, one of our greatest engineering risks. The canals are amongst the most beautiful and popular, and offer great potential to generate significant social and economic benefits.

The formation of the All Wales Partnership was in part prompted by responses to the 2011 consultation, "A New Era for Waterways", recognising the need for Wales to have strong representation in the Trust's governance structure.

The Partnership has provided a clear place for the waterways of Wales in our governance structure. The Partnership Chair, Mark Lang, has brought knowledge of public affairs, marketing and experience of the national political scene in Wales. The Partnership has been supported by members who have national and local experience in a wide range of fields relevant to the waterways in Wales. As a group they have pulled together under Mark's leadership, evidenced by their achievements in opening doors with Welsh Government, providing a focus for engagement with Ministers and notably with the Health sector in Wales.

However, there has been the propensity for some confusion over the relationship between the All Wales Partnership and the two waterway partnerships – South Wales & Severn (SWS) and North Wales & Borders (NWB). This has been particularly so for the Trust's partners, including Assembly Members, where they are engaged in both a national and local role.

There has been valuable interaction between the All Wales Partnership and the Trust through the quarterly meetings of Partnership Chairs and valuable contributions at the Council. The three original Chairs of the Wales Partnerships also met and agreed a memorandum of working between themselves which made for good working relationships. At Trustee level there could have been better awareness of some of the Welsh national issues.

With these points in mind, after three years, and at a time when the existing Chair and Members come to the end of their first terms of office, we have the opportunity to further raise the profile of

the Trust in Wales and to strengthen the place the waterways of Wales have in the governance of the Trust.

Although regretting it would mean his departure from the Trust, this paper has benefitted from the advice of Mark Lang, Chair of the All Wales Partnership and has his support.

3. Some examples from other organisations.

The Trust is one of several similar organisations that operate in England and Wales. We have reviewed the experience of two organisations, Sustrans and the National Trust, who operate in England and Wales, to learn from their experience.

Both of these organisations have set up a Wales board or committee with similar terms of reference. Their aims are strategic and focus on:

- understanding issues, opportunities and needs in Wales
- building influence and partnership working
- information gathering
- promoting and profile-raising
- ensuring agreed strategies are delivered effectively in and reflect the Welsh context

The aims are in line with all the Trust wants to achieve in Wales. However, the differences when compared with our All Wales Partnership are in the reporting arrangements and the level of engagement.

Sustrans has a Wales Board chaired by a Board member, and the National Trust has a Wales Board constituted as a Trustee Committee. Both organisations pitch their Boards in Wales at the national, strategic level and avoid overlap with local matters.

Further detail on these examples is given in **Annex 1**.

4. Some options.

Drawing on this experience and our own over the first three years, we should now act to further strengthen our engagement in Wales.

4.1 Status Quo

The case for engagement in Wales has been made by the success of the first three years but there is also clear recognition that more can be done with a suitably constituted group. On this basis, the “do nothing” option is not recommended.

4.2 Create a Wales ‘Board’ reporting to the Trust Board

A new Wales Board, proposed to be known as the ‘Glandŵr Cymru Board’ or ‘Bwrdd Glandŵr Cymru’, would replace the current All Wales Partnership.

It would bring knowledge of Wales, its people and their needs to the Trust. Working at a political/governmental level and with other key bodies in Wales it would seek to influence Wales’ strategies and plans as they relate to waterways. It would also aim to ensure that the Trust aligns itself with the prevailing direction of Welsh Government policy.

Bwrdd Glandŵr Cymru would be chaired by a Trustee with current connections with Wales. It would act as a support and sounding board for the executive and senior management team on Welsh matters.

Membership of the Wales Board would comprise between 6 and 10 members, some of whom will have experience of working with existing partner organisations, for example, Welsh Government, Arts Council Wales and Cardiff University, and include those with wider connections in Wales drawn from public, charitable and private sectors. A geographic spread is desirable as are at least some Welsh language skills. Key areas of expertise should include:

- Health
- Tourism and audience development
- Natural, built and social heritage
- The Arts
- Skills, employment and education
- Regeneration and economic development
- EU Funding

Bwrdd Glandŵr Cymru would have a direct line to the main Board of Trustees to keep them apprised of major issues and any concerns and would have the capability to consider and guide the Trustees on major proposals and projects in Wales or affecting Wales.

Senior members of the Trust executive team will attend Bwrdd Glandŵr Cymru meetings to ensure the management of the Trust benefits from its guidance.

Members of Bwrdd Glandŵr Cymru will act as ambassadors for the Trust, and would be asked – from time to time – to attend local Waterway Partnership meetings and other Advisory Groups when Welsh issues are discussed. They will be particularly valued for their understanding of priorities and strategic issues in Wales, and their thinking in shaping the strategic objectives of the Trust in Wales.

Local engagement would continue to be through the two (North and South) Wales Waterway Partnerships as now but should be regular engagement with these Partnership Chairs to support their local role in Wales and ensure alignment is achieved.

The new Bwrdd Glandŵr Cymru would be in place by 30 September 2015 soon after the 3rd anniversary of many of the Partnership members who would step down at the end of their first terms. Mark Lang is willing to continue as Chair until this time and his term of office has been extended to cover this period.

Proposed **Terms of Reference** for the Board are presented as **Annex 2** below.

4.2.1 Outcomes – a 3-year view

With Bwrdd Glandŵr Cymru in place we would expect the Trust to cement its position over the next 3 years as a widely respected partner and trusted guardian of the waterways in Wales and a key partner in delivering a wider set of strategic public objectives. Its opinions and ideas would be sought and listened to. Specific outcomes might include:

- the value that waterways add to Wales recognised through increased political and financial support from the Welsh Government and other public bodies
- the Trust's expertise recognised by approaches to consider operation, management and development of other water-space in Wales
- recognition of the strategic importance of key waterways and assets including
 - the Monmouthshire & Brecon Canal, demonstrated through additional investment, restoration and community engagement
 - the Montgomery Canal and its complete restoration, demonstrated through additional investment, bringing benefits through tourism, and rural regeneration
 - the Pontcysyllte Aqueduct and Canal World Heritage Site for tourism, demonstrated through inward investment and community renewal

4.2.2 Representation on the Canal & River Trust Council

The formation of the new Bwrdd Glandŵr Cymru will strengthen the place the waterways of Wales have in the Trust's governance. However, the current representation provided by the Chair of the All Wales Partnership on the Trust Council would be lost.

It is proposed that the Trust Rules are revised to create a new nominated seat on the Council to be appointed from amongst the membership of the Bwrdd Glandŵr Cymru. The next revision of the Rules is likely to be considered at the September 2015 Council meeting. If necessary the Appointments Committee has the option to co-opt a member of the Board onto the Trust Council to provide continuing representation for Wales on the Council.

5. Conclusions

- The All Wales Partnership has enjoyed success during the last 3 years. With the benefit of this experience, and drawing on the experience of other similar organisations, we can now strengthen engagement in Wales through a new Bwrdd Glandŵr Cymru.
- The new Board, chaired by a Trustee. With a remit complementary to the north and south Wales Waterways Partnerships, the Board will be better placed to develop the work of the Trust in Wales
- The new Bwrdd Glandŵr Cymru could be in place by 30 September 2015
- Representation for Wales on the Council will be provided by a new nominated member drawn from the Bwrdd Glandŵr Cymru. This will require a change to the Trust Rules.

6. Recommendation.

It is recommended that the new Bwrdd Glandŵr Cymru is established. It is further recommended that the Trust Rules are revised at the next opportunity to create a new nominated seat to provide continuing representation for Wales on the Council.

March 2015

OTHER MODELS

1. Sustrans Advisory Boards.

Sustrans' Country Advisory Boards are part of their commitment to delivering effectively wherever they operate. The Advisory Board Chairs in both Scotland and Wales are nominated by and sit on Sustrans' Board. They ensure the Board is fully informed of Sustrans' work in those countries.

The Advisory Board assists the Senior Management Team in ensuring that Country contributes to the overall vision and mission of Sustrans; in making well-balanced strategic decisions; in assessing the direction of the organisation in a country context; in weighing-up potential growth areas and reflecting experience and opinion in that country.

The Advisory Board consists of seven people including the Chair. They serve a 3-year term, which is renewable for one further term. The Advisory Board normally meets three times a year, for about two hours each time.

The Chair has a skill set that complements Sustrans, for example, people working in the media, architecture and urban design, policy, public health, transport, climate change, business, local government, education, finance and industry.

Terms of reference

- Monitor the implementation of the Sustrans (Country) Strategy
- Influence local and national decision-makers strengthening Sustrans' funding opportunities
- Raising the profile of the organisation and help develop partnerships
- Contribute to strengthening links with existing and potential external partners
- Act as a critical friend to the Senior Management Team in that Country

Sustrans head office is in Bristol and they have national offices in Belfast, Cardiff and Edinburgh.

2. National Trust Country Advisory Board.

National Trust has a Regional Advisory Board (RAB) for each of its English regions and for Wales and Northern Ireland. The RABs are committees of the Board of Trustees. They provide support and advice to regional/country management teams and keep the Board apprised of major issues and any concerns. They also give their views to the Board about proposals for large acquisitions and projects.

RABs have between 8 and 15 members who complement the skills of staff on operational issues and act as ambassadors for the Trust, as well as providing support when considering major initiatives and investments. Specifically they:

- bring knowledge of the region/country, its people and their needs to the Trust, and make connections with communities and locations where the Trust currently doesn't have them
- help shape the region/country's strategies and associated plans; to highlight issues of importance/concern that should be reflected within them; and, once set, to challenge and support the Director and his/her team in their delivery

- debate major issues affecting the region/country, so helping the Trust position itself in relation to them.
- establish sub-groups as necessary
- act as a critical friend to the region/country including reviewing performance against an agreed set of strategy-related, key performance indicators while in general avoiding scrutiny of individual property performance
- within the scheme of delegation, advise staff as needed on major schemes or strategic initiatives within the region/country involving specialist panels if necessary
- consider and advise the Board of Trustees on acquisitions, declarations of inalienability and major projects in the region/country

Regional/Country Chairs act as the figureheads for the National Trust in these countries and regions. They chair their Regional/Country Advisory Boards and represent the Trust at functions, meetings and in the media. Chairs also make sure that clear decisions are reached in light of national policies and priorities, and that countries/regions are supporting the achievement of the strategies and objectives of country/regional plans.

The Chair also makes sure that the lines of communication between the Advisory Board and the staff and volunteers are always open, honest and fair.

ENDS

TERMS OF REFERENCE - GLANDŴR CYMRU BOARD

1. Purpose.

The Purpose of the Board is to support the development of the work of the Trust through engagement in the social, economic, political and cultural life of Wales. This will include:

- ensuring the Trust has a good understanding of the needs, issues and opportunities relevant to the waterways of Wales
- building influence and partnership working to support the work of the Trust in Wales
- developing a base of information relevant to the development of the waterways of Wales
- promoting the Trust and raising its profile in social, economic, political and cultural life of Wales
- working with the Trust to ensure its strategies and plans are developed and delivered effectively in the context of Wales

2. Membership.

- The Board has a total of between 6 and 10 members
- The Chair of the Board is a Trustee appointed by the Trustees
- Members of the Board are appointed by the Appointments Committee and selected to provide a range of skills and experience relevant to the development of the Waterways of Wales
- Members will serve terms of up to two terms of 3 years, a maximum of 6 years
- The Chair may co-opt members to provide specific skills and experience or for particular tasks, such appointments would not normally exceed 12 months
- Membership of the group will be voluntary and unsalaried although reasonable travelling expenses will be paid

3. Management of Meetings and Business of the Board.

- The Board meets at least 3 times a year
- Meetings are convened by the Chair
- The Head of Wales provides the Board Secretariat
- A record of the main meetings of the Board to be published on the Trust website
- Topics for consideration by the Board at its meetings to be agreed by the Chair and Trust Executive
- Senior members of other Trust departments and other specialists may attend as required. At least one member of the Trust Executive team to attend all meetings of the Board
- The Board to convene an Annual Public Meeting open to all

ENDS