



CANAL & RIVER TRUST

'FIRST DECISIONS, EARLY THOUGHTS AND STATEMENTS OF INTENT'

A PROGRESS REPORT FROM THE TRANSITION TRUSTEES

1. Introduction

It is now four months since our appointment and we thought it would be helpful to set out what we have been doing, what we have decided and what we know we must decide in due course.

Firstly we want to thank everyone with whom we have come into contact for their welcome and openness. We have been greatly encouraged by everyone's enthusiasm and their willingness to engage and support us in setting up the Canal & River Trust (CRT) or Glandwr Cymru as it will be known in Wales. Wherever we have been, whether within BW, Defra, stakeholder groups, or just out and about, we have been welcomed and all information has been made available to us. This has enabled us quickly to get to grips with some of the most immediate issues.

It is worth reminding everyone that CRT is taking over BW's waterways in England and Wales only. The importance of Wales as a nation within CRT is recognised by the provision of an All Wales Partnership Board.

BW's waterways in Scotland will remain within a much reduced BW operating as a stand-alone public corporation in Scotland only. Similarly, The Waterways Trust Scotland will continue to operate north of the border after The Waterways Trust in England and Wales merges with CRT.

2. What have we been doing?

We know we need to rapidly get to grips with some key transition issues if we are to have CRT established by 2012.

Over the last 4 months we have:

- had a number of briefings from the BW executive on whatever subjects they or we considered necessary
- met on numerous occasions to share views and experiences and talk through key issues
- met with individuals and stakeholder groups to understand their viewpoints and aspirations
- been out and about to grow our knowledge and hear customers and supporters' concerns and aspirations
- met a wide range of BW staff
- met Defra and the Transition Appointments Committee to further the transition process

- had thousands of conversations with a complete cross section of society because as soon as we told people what we are doing, everyone – and we mean everyone – is interested and are often keen to give us their views.

It has been a fascinating few months. Each of us has our own particular perceptions but we share those summarised below:

- Our individual passion for the waterways is clearly shared by the wider community
- CRT is the best option to secure the future of BW's waterways
- Managing the waterways is a complex operation and we have been impressed by the professionalism and commitment of the people who work for BW
- Stakeholders are supportive of the new charity but their prime concerns are whether:
 - it will be adequately funded
 - local people and communities will be allowed to influence local activity
 - the much needed cultural change across the waterway movement can be achieved within an acceptable time frame
- The Government is fully committed to transferring the waterways to CRT and to giving it the best possible start within the resources they have available
- Maintaining and improving the network will be a huge challenge. However we are confident that over time CRT will create a better and more sustainable future for our waterways
- There is a wealth of talent, energy and goodwill amongst stakeholders that we must harness if we are to achieve everything the waterways are capable of.

3. Progress with the Transition

There is good progress on the legal, financial, technical, statutory, personnel, contractual and other matters needed before April 2012. Although we are not responsible for the actual transition of BW to CRT, we work closely with the BW Board, BW Executive and government and add our advice and guidance wherever we think it is necessary.

For example, we have been kept informed of the discussions about the separation of Scotland's waterways and support the work of the two governments to achieve an amicable separation. We are also invited to all BW Board meetings and Board subcommittee meetings and at least one Trustee is always present at these meetings. We are grateful to the Board for the access they have given us and we do not anticipate any difficulties working with them over the coming months.

We are also grateful for the advice we have received from stakeholders. Their considered views have been important in helping us understand the issues and achieve what we consider to be the right framework for Partnership and Council membership. We hope we shall continue to benefit from this advice and guidance over the coming months as well as into the future.

We are pleased at the changes that are gathering momentum within BW and we are doing all we can to encourage them. The enthusiasm for volunteers, fundraising and local engagement are all evident. Much of the culture change will come from the impact of these new ways of working.

Within government CRT is breaking new ground and we are very pleased with progress and the obvious determination of government, especially Defra, to work with us to create an entity that is truly fit for purpose.

We remain on track for April 2012 although there is still a mountain of process to complete. The transfer of functions must be approved by Parliament before it can proceed; but with goodwill and good sense, there is no reason why everything cannot be completed on time.

We are acutely conscious that there is a danger that government may intentionally or otherwise try and create CRT as a shadow statutory organisation. In other words, it has the outward appearance of a charity but through statute and funding agreements it is made to operate like a public body. This cannot happen because we need CRT to operate freely, openly and on a level playing field with all other organisations in the charitable sector. So we are particularly vigilant about being independent from government and we will resist being singled out unfairly.

The key milestones that have to be achieved are:

- Royal Assent of the Public Bodies Bill – anticipated late November 2011
- Introduction of the Transfer Order to Parliament (providing for transfer of statutory functions) – anticipated early December 2011
- Completion of the Transfer Scheme (providing for transfer of property etc.) – anticipated February/March 2012
- State Aid Clearance (EU consent to public funding) - anticipated March 2012
- Registration as a Charity – to be applied for in November/December
- Separation from Scotland - Scottish Government approval anticipated November.

4. What have we decided?

4.1 *The name and symbol*



Canal & River Trust

Huge amounts of thought, consultation and discussion with potential supporters, colleagues and experts has contributed to this decision. It was a very instructive process and helped us to understand the true potential of the charity, so we have shared it in some detail in Appendix A.

We now have a name which does 'what it says on the tin' showing clearly that the new organisation is a charity. The symbol too, although it will take time to become familiar, evokes a clear response from people appealing strongly to their view of the

waterways as ‘a haven for people and nature.’ It is the nature of decisions on names and logos that many people will disagree and say so! We are confident that the work done at no charge by Pentagram, the world’s largest independent design agency, will become a much loved classic – just like the work they did to produce the BW logo over 20 years ago!

We are not about to embark on a costly nationwide rebranding exercise. Some preparation is already underway with, for example, new vans being ordered plain white in preparation for new logos. Further details are in the Appendix.

4.2 *Trustees*

We think we would benefit from some additional trustees and we have asked the Transition Appointments Committee to search for three new trustees early next year. We will be particularly looking for expertise in finance, investment and engineering.

Meanwhile we have appointed Lynne Berry as senior trustee, Jane Cotton as Chair of Remuneration and John Bridgeman as Chair of Audit and Compliance.

4.3 *Merger with The Waterways Trust*

Both Boards of Trustees quickly saw the advantages of merging the two organisations to pool their talent and expertise. We are particularly keen to continue the excellent work of the Museums as they work with others in the sector and forge new relationships with business and volunteers.

4.4 *Response to Defra’s consultation ‘A New Era for the Waterways’*

We considered the responses to Defra’s consultation, discussed them amongst ourselves and with Defra and agreed Defra’s response which was published on the 12 September – see <http://www.defra.gov.uk/consult/files/110912-waterways-summary-responses.pdf>

4.5 *Waterway Partnerships*

Together with the Transition Appointments Committee (see Appendix B for details and membership) we have agreed:

- a job description for the role of Chair of each Committee
- timescale and process for the selection and appointment of the Chairs and Committee Members.

Full details are attached in Appendix C.

4.6 *Council Membership*

Again with the Transition Appointments Committee we have agreed:

- the number of members the initial Council will have
- the ‘constituencies’ of difference interests that will be represented on Council
- how members will be elected or nominated and appointed with a commitment to have 50% elected in due course.

Full details are attached in Appendix D.

4.7 *Marketing, Fundraising and Volunteering Strategies*

We have reviewed the marketing, fundraising and volunteering strategies prepared by BW executive with advice from Think Consultants and our new Head of

Fundraising. In our collective view, the strategies are sound and realistic in their planned outputs.

4.8 *The Charitable Objects*

These have been agreed in outline with Defra and were substantially changed as a result of feedback from the consultation. They are intended to be broad inclusive objectives that will stand the test of time rather than be a list of current activities. They are subject to detailed refinement by lawyers and to acceptance by the Charity Commission. Details are contained in Annex D in the Defra document <http://www.defra.gov.uk/consult/files/110912-waterways-summary-responses.pdf>.

5. **What we still have to do**

Agree a funding package with Defra.

This is key to the success of CRT. There is no point setting up the charity with inadequate resources. We know what we need from government and we need to persuade them to increase their current offer of £39m per annum for 10 years to a level that ensures CRT is viable.

At the same time we must be realistic and pragmatic. We all believe the waterways need and deserve substantial extra funds, but this is not a time when government can be expected to find this level of extra funding. We should expect government to provide sufficient to secure the waterways for the future and ensure the infrastructure and operation does not fall below current standards. Using the new freedoms and opportunities the Trust presents will enable us, over time, to raise standards but we cannot promise transformation overnight.

6. **Operational Policy**

Our collective knowledge and understanding of the inland waterways grows daily.

It is very evident that inland waterways touch an astonishingly wide range of activities and interests that are of both national and local importance. That is great news and vital for future enjoyment and support. At the same time it brings with it expectation, demand on limited resources and potential conflicts between different uses.

We will want to consider in due course whether CRT needs to take a different course from BW in areas such as:

- Canal restoration
- Climate change
- Commercial property activity
- EA navigations
- Freight
- Health & Safety
- Heritage and the Environment
- Licensing and mooring
- Residential boating
- Waterway classification review.

It would not be sensible to rush into any of this and for the time being current practice will continue as we decide on priorities and consider how best to address the issues within the new engagement framework.

7. Remuneration

One area where we do see there is a need for a more rapid statement of policy is in respect of remuneration – and particularly directors' remuneration. This is a complex area but we will clarify our policy well before April 2012.

8. The Future

We are excited by all that we have seen and heard. We are very confident that given a sensible settlement from government CRT will be hugely successful. We know there is a great deal to do but we also know there is a huge resource of goodwill and enthusiasm throughout the waterway movement and that together we can create a great future for the waterways and enjoy doing it!

**Transition Trustees
Canal & River Trust**

September 2011

CANAL & RIVER TRUST

APPENDICES

A Name and Symbol

B Representation and Recruitment to Council

C Recruitment of Chairs and Members to Waterway & Museum Partnerships

D Waterway Partnerships

D(i) Terms of Reference

D(ii) Role of Chair

D(iii) Role of Member

E All Wales Partnership

E(i) Terms of Reference

E(ii) Role of Chair

E(iii) Role of Member

F Museums Partnership - Terms of Reference

G Transition Appointments Committee - Terms of Reference

CANAL & RIVER TRUST

NAME AND SYMBOL

1. Introduction

Probably no decision we make will generate more comment than this one! We know that despite the Government's clear statement in its consultation document that "keeping the name 'British Waterways' is not an option", many stakeholders were reluctant to see change. This was partly because of fears about wasting money and partly because the name 'British Waterways' was familiar and clear.

On balance, we thought that a change of name and symbol was right because:

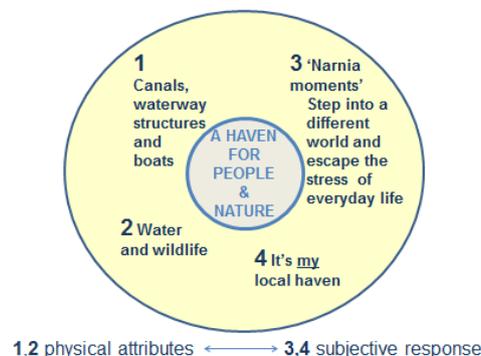
- it would mark the very important step the Government was taking by placing the waterways in trust for the Nation in perpetuity
- it would be an opportunity to attract the attention of and appeal to the wider public
- market research showed that the term "waterways" was not well understood in the wider community.

We know that there is a clear desire for a name that does 'what it says on the tin' and also that no single name emerged from the consultation as a clear winner.

2. The appeal of the Waterways

Before deciding on the name and symbol for the charity, we needed to establish what it is about the waterways that appeals to so many people. Each of us has different personal reasons for our love of the waterways but we share many of those feelings with others. The marketing staff, with advice from charity specialists (and much supportive advice from existing charities) set out to research the views of the public.

Interview surveys, focus groups and many individual conversations informed them in boiling these views down to a simple phrase. People told us that they were really interested and motivated because they saw the waterways as 'a haven for people and nature'. This is not a strapline but a statement which can be used to check all branding and marketing against so we know it will appeal to our future supporters. When you breakdown that summary a bit further, they say it is made up of four important parts:



People told our researchers that this 'haven for people and nature' was what would most motivate them to support, give money to and/or volunteer for a charity that cared for the waterways.

3. **Developing the name and symbol**

We decided to ask a number of leading design agencies if they were willing to take on the exciting project of creating a new name and symbol for a major new national charity **and do it for free!** There was considerable interest but Pentagram were the first to make a firm commitment, no doubt inspired by their classic work on the current BW logo over 20 years ago! John Rushworth, a partner in the firm and the person who did that earlier design work, took responsibility again this time.

Given the brief to come up with a name and symbol that fulfilled all the above demands, John set to work using all his experience of branding and design. He went out to talk to a range of stakeholders, including BW staff. He then came back and presented outline thinking to Trustees. His thoughts included:

- A view that an organisation caring for a 'haven for people and nature' needed to be seen as 'protective' and 'accessible'
- A need for marked change but retaining the best elements of the past
- A clear recommendation that we use the name 'Canal & River Trust'
- Two related but different approaches to the symbol to go with the name.

Trustees gave John feedback on details of the design, agreed the name in principle, and asked him to refine his work along with some further research with the public. That research confirmed very positive reactions to the name, and gave us further insight into the symbol. In particular, people felt that the symbol we have chosen, powerfully reminded them of everything they liked about 'a haven for people and nature'.

We were also determined to recognise the importance of Wales and chose the name 'Glandwr Cymru' (literally 'waterside Wales') for use in Wales.

4. **What happens next**

We will stop talking about the deliberately generic 'New Waterways Charity' and start talking about the 'Canal & River Trust' (and 'Glandwr Cymru' in Wales)! We hope others will too!

Gradually, we will see documents such as press releases and reports, carry the name and symbol whilst it will take more time to plan wider use. It is all the existing signs and symbols on the network that will provide us with the greatest challenge and potentially the most costly part of implementation.

We are determined to make maximum impact for minimum cost. That means the changeover cannot and will not happen overnight and will be prioritised to change those things that make greatest impact first.

Some are 'no brainers'. For instance, for some time BW has been ordering new road vehicles unbadged in plain white so these vehicles can have the new name and symbol applied when they are next due for service. Publicity material for the new Trust can be printed appropriately. But, we know there are thousands of signs, boats, uniforms etc. across the whole 2000 miles of waterways. We haven't yet decided the order and priority for each one BUT we have asked for and been offered help from many waterway organisations including the Inland Waterways Association.

Many have generously said that they will help rebadge key sites if we could provide the right 'signing kit' of vinyls, cleaning materials, etc. We are hopeful we can get these materials sponsored and we are working out a priority list of sites to see if we can all agree a 'changeover day' associated with the launch – the whole thing should also get us great publicity if we work together on it!

So the message is that with a new name and (gradually) a new identity, the process of creating the charity is taking several steps further forward.

CANAL & RIVER TRUST

REPRESENTATION AND RECRUITMENT TO COUNCIL

1. Introduction

This paper sets out the views and decisions of the Trustees and the Transition Appointments Committee in respect of the make-up of the first Council for the Canal & River Trust.

- 1.1 Paragraph 3.5.5 of the Defra consultation document *A New Era for the Waterways* states: "... it is proposed that the constitution of the Council specifies various generic stakeholder 'constituencies' from which the members would be drawn. It would be the task of the Appointments Committee ... to identify from time to time appropriate bodies within those specified constituencies to be invited to nominate persons as Council members".
- 1.2 Council is a council of stakeholders which should be gathered from active waterway participants or those with particular expertise or knowledge relevant to the waterways.
- 1.3 The Trustees and the Transition Appointments Committee have now decided:
- the initial number of Council Members and the constituencies from which they will be drawn
 - those constituencies that will elect members
 - those organisations to be asked to nominate members to represent the remaining constituencies

The detail of these decisions is set out below.

- 1.4 The Trustees are committed to a complete review of Council representation after the first 3 years of CRT's existence to reflect experience and operation of the Trust's governance regime.
- 1.5 We currently plan for the Council to have its first meeting week commencing 26 March 2012.
- 1.6 Further details on elections and nominations will be published in due course.

2. The initial number of Council Members

- 2.1 The table below (item 3.3) sets out the proposed representation on the Council on day one. The initial 35 Council members will have scope to expand to 50 members as the Trust grows

3. Those constituencies that will elect members

- 3.1 The Trustees are committed to creating a Council over time that will have 50% of its members directly elected. For these first elections we will use both paper and electronic format. Future elections will be by electronic means only.

3.2 These directly elected members will be drawn from the constituencies numbered 1-5 on the table below. It is possible to directly elect up to 7 members by April 2012. Other electronic elections will have to follow at a later date because the databases of names and addresses of those people within each of the other constituencies are not currently either known or available to the Canal & River Trust.

3.3 Proposed Council Representation

	CONSTITUENCY	INITIAL NUMBER OF COUNCIL MEMBERS		
		Elected	Nominated	Total
1.	Private Boating	4	1	5
2.	Boating Business	2		2
3.	Volunteers		(1)*	1
4.	Other Supporters – walkers, anglers, cyclists, neighbours, donors, etc		(4)*	4
5.	Employees	1		1
6.	Historic Environment		2	2
7.	Natural Environment		2	2
8.	Local Government		2	2
9.	Local Partnerships Chairs (including Museums and all Wales Partnerships)			13 <i>ex-officio</i>
10.	Co-options		3	3
INITIAL TOTAL				35

** To convert to elected members once electoral roll database developed*

4. The role of the CRT Council Appointments Committee

4.1 Every potential member of Council, whether elected, nominated or co-opted will have to be ratified by the Council's Appointments Committee as a person 'fit and proper' to hold the appointment. In all normal circumstances we would expect this to be a formality.

5. Detailed proposals for Constituencies.

Set out below is how the election or nomination of members for each constituency will work.

5.1 Private Boating

5.1.1 At outset:

- 4 members elected from licence holders database (one vote per licence)
- 1 member nominated by an organisation that is representative of a substantial number of boaters that use waterways but who are not individual licence holders

Thereafter:

- an additional elected member in the event of a substantial growth in number of licenced vessels (possibly triggered at 50,000 licences)

5.1.2 Elected Members

All BW/CRT private boat licence holders will be entitled to one vote (shared ownership boats will only have one vote). The TAC will ask the Electoral Reform Services, the service arm of the Electoral Reform Society, to run the elections on its behalf. The winners of the election will then be put forward for ratification by the Appointments Committee of Council.

The provisional timetable for elections is:

Monday, 12 December 2011	Nomination forms available
Wednesday 18 January 2012	Nominations close
Wednesday, 8 February 2012	Voting
Friday, 9 March 2012	Voting closes
Monday, 12 March 2012	Election results announced.

5.1.3 Nominated Members

There are a large number of private boaters who do not themselves hold a licence. Canoeists are by far the largest number (circa 60k individual and club members) who use the waterways under a collective licence held by the British Canoe Union.

We have therefore decided that the BCU be asked to nominate a representative. In due course it may be possible for the BCU to elect a representative using their membership database.

5.2 Boating Business

There will be direct electronic elections for both places using the BW database of businesses holding either:

- a BW Operator Agreement or similar (ie. a recognised licensed commercial operator)
- a marina connection agreement
- a tenancy of a BW property operating in the marine trade

Again, Electoral Reform Services will be instructed to run these elections on behalf of CRT. The timetable is likely to be identical to the private boating above.

5.3 Volunteers.

5.3.1 At outset:

- 1 member nominated by an organisation that is representative of a substantial number of waterway volunteers

Thereafter:

- build an electoral roll based on an annual self-registration with member(s) being elected once quantitative thresholds are reached
- additional seats to be created as number on constituency electoral roll grow

Trustees are not committing to increased figures at this stage. CRT will need to consider this further when volunteering has grown and there is more time to consider further with stakeholders.

- 5.3.2 The Trustees have decided that the Waterway Recovery Group be asked to nominate a representative at the outset.

5.4 Walkers, cyclists, anglers, neighbours and other supporters.

- 5.4.1 At outset:

- up to 4 nominating organisations to be identified

Thereafter:

- build electoral roll as supporters self-register (qualification criteria will need to be determined)
- quantitative thresholds for seats to be converted from nominated to elected
- additional seats to be created as numbers on constituency electoral roll grow
- again Trustees will not commit to exact figures at this stage.

- 5.4.2 Initial Nominating Organisations

The following organisations will be asked to nominate a representative:

The Ramblers (to represent walkers)
The Angling Trust (to represent anglers)
Sustrans (to represent cyclists)
Country Land & Business Association

5.5 Employees

- 5.5.1 The objective is to have 1 member representing the staff of CRT.

- 5.5.2 It is proposed that all employees of BW will be entitled to vote for a representative. Executive Directors will be barred from both electing and standing for election. The election will be run by Electoral Reform Services.

5.6 Historic Environment

- 5.6.1 The objective is to have 2 members representing the historic environment.

- 5.6.2 The following organisations will be asked to nominate a representative:

The Institute of Historic Building Conservation
The Railway and Canal Historical Society

5.7 Natural Environment

- 5.7.1 The objective is to have two members representing the natural environment.

- 5.7.2 The following organisations will be asked to nominate a representative:

The Royal Society of Wildlife Trusts
The Society for the Environment

5.8 Local Government

- 5.8.1 The objective is to have 2 members representing local government.
- 5.8.2 The Trustees decided that two specific local authorities that are known to have a keen interest in their local waterways should be asked to nominate members.
- 5.8.3 The LGA be asked to nominate Council in England. The LGA Wales to nominate Council in Wales.

5.9 Waterway Partnerships

- 5.9.1 Already agreed that 13 Waterway Partnership chairs will sit on Council made up of:
 - 11 England & Wales Partnerships
 - 1 All Wales Partnership
 - 1 Museums Partnership.

5.10 Co-Options

- 5.10.1 Co-Options exist for Council to select members who will as individuals bring skills, expertise or outlook, or represent interests and activities that are otherwise absent.

No decisions need to be made at this stage but activities and interests not already selected include:

- Restoration of Waterways
- Freight
- Youth

- 5.10.2 The focus of selection for Co-Options is more on the individual and what he or she may offer rather than organisational interests. Nevertheless, organisations may be approached to assist identifying individuals with the specified skills, experience or qualities

6. Next Steps

- 6.1 The TAC plan to have all members in place for the Council to have its first meeting in March 2012.

CANAL & RIVER TRUST

RECRUITMENT OF CHAIRS AND MEMBERS TO WATERWAY & MUSEUM PARTNERSHIPS

1. Introduction

This paper sets out the decisions of the Transition Trustees and the Transition Appointments Committee in respect of:

- remit of the Waterway Partnerships
- the roles of the Chair and Partnership Members
- the process and timetable for recruitment of the Chairs and Partnership Members

2. The Waterway Partnerships

There will be 13 partnerships recruited in two Rounds:

Round 1 September to December 2011	Round 2 November 2011 to March 2012
Manchester & Pennine North Wales & Borders South Wales & Severn Kennet & Avon All Wales Partnership Museums Partnership North West West Midlands	North East Central Shires East Midlands South East London

Terms of Reference for the Waterways Partnerships are **attached (Appendix D(i))**.

Terms of Reference may be subject to minor revision for the All Wales Partnership and Museums Partnerships.

The Terms of Reference reflect points made in the Government's response to the public consultation on *A New Era for Waterways*. As a result, the Partnerships are to be called Waterway Partnerships.

Role Profiles are **attached** for the Partnership Chair (**Appendix D(ii)**) and Members (**Appendix D(iii)**) respectively.

3. Recruitment Process

- Recruitment will be by open competition with public advertisement
- The Chair will be appointed by the Transition Appointments Committee (TAC)
- Members will be appointed by the Partnership Chair with support from the Waterway Manager and ratified by the TAC
- Roger Hanbury (RH) will provide secretariat support for the TAC.

4. Advertisement and Applications

The positions of Chair and Partnership members will be advertised through the following media:

- Specialist recruitment websites including: www.trusteenet.org.uk and The Guardian
- Waterway websites: www.britishwaterways.co.uk www.waterscape.com www.thewaterwaystrust.org.uk. Partner organisations are welcome to link the advert to their websites – something we know partners are willing to do
- National and local press releases geared to national and local media

Details of the position and briefing documents for prospective candidates will be widely circulated as an **email package** for dissemination through informal networks.

We will rely on Waterway Managers and Enterprise Managers to drive this cascade process.

A **Candidate Briefing Pack** will be available for prospective candidates including:

- A briefing on the Trust
- Interview dates (as detailed below)
- Terms of Reference for the Partnership
- Role Profiles for the Chair and Partnership members
- A simple application form.

Applicants will be invited to submit:

- a completed application form
- their curriculum vitae

Short-listing

Roger Hanbury will work with the Waterway Manager to prepare a short list of circa 8 candidates for interview. Where necessary, members of the TAC will be asked to support this process.

Interview Panels

The panels will consist of two members of the TAC supported by the Waterway Manager and Roger Hanbury. The advice and support of the BW Enterprise Managers, who have a wide range of contacts with partners, funders and stakeholders, will be important throughout the process of recruitment.

5. Timetable

5.1 Round 1

The timetable for Round 1 is set out in the Table below.

The recruitment for North Wales & Borders, and South Wales & Severn and the All Wales Partnership will be closely co-ordinated.

- All Wales Chair will be a member, *ex officio*, of both the North Wales & Borders and South Wales & Severn Partnerships
- Up to half of the members of the North Wales & Borders and South Wales & Severn will be drawn from Wales and form the core of the All Wales Partnership

The Chair of the Kennet & Avon Partnership is included in Round 1 to bring this appointment into the recruitment process agreed by the Transition Appointments Committee. The existing Chair has made a valuable contribution and it is important that this, together with the work of the Partnership members, is fully recognised.

The Round 1 recruitment timetable for Chairs and Partnership Members for Manchester & Pennine, North Wales & Borders, South Wales & Severn, Kennet & Avon, and All Wales Partnership, is as follows:

Tuesday, 20 September 2011	<ul style="list-style-type: none"> • Advertisements and e-mail circulation of briefing pack through informal networks
Tuesday, 11 October 2011	<ul style="list-style-type: none"> • Closing date for applications
1-9 November 2011	<ul style="list-style-type: none"> • Interviews
w/c 21 November 2011	<ul style="list-style-type: none"> • Public announcement of appointments • Initiation of Members recruitment with public advertisement and email circulation
Wednesday, 12 December 2011	<ul style="list-style-type: none"> • Closing date for applications
w/c 19 December 2011	<ul style="list-style-type: none"> • Interviews for Partnership members begin
w/c 9 January 2012	<ul style="list-style-type: none"> • Interviews for Partnership members concluded, announcements follow

Round 1 will also include a review of the two Trial Partnerships in the **West Midlands** and **North West** with a view to releasing them from their "Trial" status.

In Round 1, arrangements will also be made to set up the **Museums Partnership** as the successor to The Waterways Trust Museums Management Board (MMB).

5.2 Round 2

The Round 2 timetable for the recruitment of the Chairs and Partnership Members for London, South East, Central Shires, East Midlands, and North East is as follows:

w/c 21 November 2011	<ul style="list-style-type: none"> • Advertisements and e-mail circulation of briefing pack through informal networks
Friday, 20 January 2012	<ul style="list-style-type: none"> • Closing date for applications
w/c 20 and 27 February 2012	<ul style="list-style-type: none"> • Interviews
w/c 12 March 2012	<ul style="list-style-type: none"> • Public announcement of appointments • Initiation of Members recruitment with public advertisement and email circulation
Friday, 30 March 2012	<ul style="list-style-type: none"> • Closing date for applications
w/c 9 and 16 April 2012	<ul style="list-style-type: none"> • Interviews for Partnership members • Announcements to follow

CANAL & RIVER TRUST

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 a public Annual 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 will be selected by the Transition Appointments Committee. Once the Trust Council is in place, the permanent Appointments Committee will fulfil this function for future rounds of recruitment.
- 2.3 Members of the Partnership will be 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.

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 web.

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 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 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
- 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 encourage 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.

CANAL & RIVER TRUST

WATERWAY PARTNERSHIPS – ROLE OF CHAIR

Location: Based within/knowledge of area relevant to the Partnership

Reports to: The Trust's Trustees and Council via the Chair of the Trust

This is a volunteer position which is not remunerated, but agreed expenses will be reimbursed.

1. Purpose of the Job

The Chair will lead the Partnership and be a champion for the waterways in [waterway unit]. He/she will ensure the Partnership works to benefit waterways within the Terms of Reference for the Partnership agreed by Trustees.

Through leadership and the work of the Partnership, he/she will build trust and confidence with Council, Trustees, the waterway management team, stakeholders and partners.

2. Working Contacts

Internal: Waterway Manager and management team. Members of the Trust's senior management team, Chair of Trustees/Council, Trustees, and members of Council

External: Senior representatives of partners, stakeholders, including funders, supporters, users, local authorities, public agencies, local businesses and the community

3. Time Commitment

It is expected that the role will require 3-5 days per month, particularly in the initial period, with a significant part of this during the working day.

Appointments are for 3 years and may be renewed for a second term to a maximum of 6 years.

4. Tasks and Responsibilities

- 4.1 Provide leadership and inspiration for the work of the Partnership.
- 4.2 Ensure the Partnership works positively within the terms of reference for the Partnership.
- 4.3 With the Waterway Manager recruit the members of the Partnership, working within processes agreed by Trustees (including ratification of any appointments by the Trustees).
- 4.4 Understand the breadth of the work of the Trust as the context for the work of the Partnership.

- 4.5 Work closely with the Waterway Manager to understand, shape and develop the strategy and plans for the waterway in line with the agreed priorities of the Trust and Partnership.
- 4.6 Act as a champion for the waterways in the Partnership area with, for example, local media and political leaders.
- 4.7 Represent the Partnership in developing beneficial relationships with local authorities, local businesses, the community, funders and supporters.
- 4.8 Attend meetings of the Trust Council as an *ex officio* member.
- 4.9 Provide an Annual Report to Trustees on the work of the Partnership.
- 4.10 Chair the meetings of the Partnership, the Annual Meeting and periodically attend meetings of the Partnership Chairs.
- 4.11 Work with the Waterway Manager to achieve business plan targets.
- 4.12 Support and promote the work of the Trust and ensure the values and culture of the Trust are evident in all the work of the Partnership.

5. Challenging aspects of the job

- Management and development of complex relationships with partners and stakeholders
- Development of local engagement and participation within the Partnership area
- Development of funding, volunteering and other resources to benefit the waterways.
- Identification of threats and opportunities in relation to the activities of key partners and advising on how to secure a favourable outcome
- Building influence within the Trust governance – the Council, Trustees and executive – to support the work of the Partnership and the wider objectives of the Trust

6. Knowledge Skills and Abilities

- Strategic thinker
- Networker
- Capability to lead development of local engagement and participation
- Ability to act as Ambassador in all external-facing activity
- Credible and respected locally/regionally and nationally
- Excellent communicator across a range of media, at ease with diverse audiences
- Experienced in working in complex partnerships spanning public, private and voluntary sectors
- Experience of working with large, complex organisations
- Financially and commercially aware
- Output-orientated
- Experience of fundraising
- Team player, open and participative, non-status conscious
- Availability of time and energy to commit to development of the Partnership
- Enthusiasm for the aims of the Trust

CANAL & RIVER TRUST

WATERWAY PARTNERSHIPS – ROLE OF MEMBER

Location: Based within/knowledge of area relevant to the Partnership

Reports to: The Chair of the Waterway Partnership

This is a volunteer position which is not remunerated, but agreed expenses will be reimbursed.

1. Purpose of the Job

Members provide the knowledge, skills, expertise and capacity to enable the Partnership to undertake its work within its agreed Terms of Reference.

Members also provide the Partnership with wider contacts, access to key organisations and individuals, insights and perspectives to ensure the Partnership is well briefed and in touch with issues within the Partnership area.

The duty of all members of the Partnership is to act in the interests of promoting the charitable purposes of the Trust so far as they relate to the waterway rather than to represent any particular interests or causes.

2. Working Contacts

Internal: Chair and members of the Partnership, Waterway Manager and management team

External: representatives of partners, stakeholders, particularly local organisations, special interest groups, community groups, funders, supporters, users, local authorities, local businesses and the community

3. Time Commitment

It is expected that the role will require 2-4 days per month, particularly in the initial period, some of this during the working day.

Appointments are for 3 years and may be renewed for a second term to a maximum of 6 years.

4. Tasks and Responsibilities

- 4.1 Work as a member of the Partnership team under the leadership of the Chair.
- 4.2 Provide leadership and expertise in a specific area or areas to support the work of the Partnership.
- 4.3 Contribute to the development of strategies and plans by the Waterway and Partnership to shape the development and stewardship of the waterway.
- 4.4 Undertake practical action to help the Partnership deliver agreed objectives and programmes of work.

- 4.5 Represent the Partnership, as required, in developing beneficial relationships with local authorities, local businesses, the community, funders and supporters.
- 4.6 Understand the breadth of the work of the Waterway in the context of the Trust and work with the Waterway Manager and Chair to support the agreed priorities of the Trust and Partnership.
- 4.7 Support and promote the work of the Trust.

5. Challenging aspects of the job.

- Delivering on detail and building a strategic view
- The challenges of available funding and resources
- Developing practical relationships that will enable the Partnership to deliver locally
- Working in a complex matrix of relationships – Partnership members, Waterway Management, local community, partners, stakeholders, funders – to support the work of the Partnership and the wider objectives of the Trust

6. Knowledge Skills and Abilities.

- Members will be drawn from a range of backgrounds in the public, private and charitable sectors
- Members will offer knowledge, skills, experience and be willing to take a lead in **one or more** of the following areas:

<ul style="list-style-type: none"> ○ Boating ○ Commerce ○ Community engagement ○ Environment and heritage ○ Engineering and asset management ○ Education ○ Finance ○ Fundraising ○ Health and well-being 	<ul style="list-style-type: none"> ○ Partnership working with local government, commercial and charitable sectors ○ Planning and regeneration ○ PR, public affairs, the media ○ Tourism ○ Volunteering ○ Waterway users - including walkers, anglers, cyclists
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- Key skills and abilities:
 - Locally based, credible, and respected locally/regionally
 - Good contacts with key stakeholders in the Partnership area
 - Capable of working at a strategic level
 - Approachable with good interpersonal skills
 - Experienced in partnership working and a team player
 - Availability of time and energy to commit to the Partnership
 - Enthusiastic for the aims of the Trust

CANAL & RIVER TRUST

All Wales Waterway Partnership – Terms of Reference

1. Purpose

- 1.1 The Waterway Partnership is integral to the stewardship and development of the Waterways of Wales.
- 1.2 The Waterway Managers for North Wales & Borders and South Wales & Severn, 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 Waterways of Wales – users, local communities and business, natural, built and social heritage interests.
- 1.3 The role of the Partnership is advisory and action-orientated, outward-facing and engaged with the people, decision-makers and communities of Wales. The Partnership will work with the management teams to facilitate and promote improvement and development of the waterway including:
- development of an overarching vision and strategy for the Waterways of Wales
 - development of strategies and plans for the waterways which fully embrace local engagement and participation, working with partners throughout Wales
 - advising on the allocation of discretionary resources for the maintenance and improvement of the waterways
 - development of new funding, volunteer and other resources for maintenance and improvement of the Waterways of Wales
 - advising on how to balance the interests of waterways users, the local community, others with an interest in the waterways, as well as the natural, built and social heritage
 - advising on how stewardship and development of the Waterways of Wales can reflect and embrace Welsh culture
 - championing the interests of the waterways to the Welsh Government, National Assembly for Wales, local political, business and voluntary sector leaders and organisations, funders and others in a position of influence
 - preparing an Annual Report and holding a public Annual 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 Head of National Programmes will be *ex officio* members of the All Wales Partnership.
- 2.2 The first Chairs of the Partnership will be selected by the Transition Appointments Committee. Once the Trust Council is in place, the permanent Appointments Committee will fulfil this function for future rounds of recruitment.
- 2.3 Members of the Partnership will be selected by the Chair of the Partnership and senior representatives of the waterway management teams 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 Waterways of Wales 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.

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 web.

4. Role of the Chair and Members

- 4.1 The roles of the Chair and Partnership Members 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 and the Partnership Annual Meeting, and attend Council meetings and periodic 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 Waterways of Wales 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 relationships that will benefit the Waterways of Wales. 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 with which the management team will be working in order to engage with the Welsh Government, National Assembly for Wales and key stakeholders.
- 6.7 Members will act as Ambassadors for the Partnership in all external-facing activity and will report back activity to the group at meetings of the Partnership and the Partnership Annual Meeting.

7. Programme of Business

- 7.1 The Partnership will determine its programme of activity, to meet the needs of the Waterways of Wales 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 teams:

- agree a 10-year vision for the Waterways of Wales
- 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 teams to encourage volunteering in all areas of waterway management
- develop and act to implement a strategy for local engagement and participation
- agree with the waterway managers a programme to develop local business sponsorship and act to implement
- champion the waterways in briefings with the Welsh Government , the National Assembly of Wales, local politicians and stakeholders
- encourage innovation and fresh insights into how the waterway is managed and relates to local priorities
- engage with waterways 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.

September 2011

GLANDWR CYMRU

Partneriaeth Dyfrffyrdd Cymru Gyfan – Cylch Gorchwyl**1. Pwrpas**

- 1.1 Mae'r Bartneriaeth Dyfrffyrdd yn rhan annatod o'r gwaith o ofalu am a datblygu Dyfrffyrdd Cymru.
- 1.2 Bydd y Rheolwyr Dyfrffyrdd Lleol a Chadeirydd y Bartneriaeth yn cydweithio'n agos i harneisio gwybodaeth, medrau, arbenigedd a chysylltiadau ehangach y Bartneriaeth i gynnal a datblygu'r gwaith o gynllunio, rheoli a gweithredu dyfrffyrdd er lles pawb a chanddynt ddiddordeb yn Nyfrffyrdd Cymru - yn ddefnyddwyr, cymunedau lleol a busnesau, buddiannau naturiol, adeiledig a threftadaeth gymdeithasol.
- 1.3 Mae rôl y Bartneriaeth yn un ymgynghorol ac yn un sy'n canolbwyntio ar weithredu, edrych allan a gweithio gyda phobl, gwneuthurwyr penderfyniadau a chymunedau Cymru. Bydd y Bartneriaeth yn gweithio gyda'r tîm rheoli i hwyluso a hyrwyddo'r gwaith o wella a datblygu'r dyfrffyrdd, gan gynnwys:
 - datblygu gweledigaeth a strategaeth gyffredinol ar gyfer Dyfrffyrdd Cymru
 - datblygu strategaethau a chynlluniau ar gyfer y dyfrffyrdd sy'n rhoi lle canolog i ymgysylltu a chyfranogiad lleol, gan weithio gyda phartneriaid ar hyd a lled Cymru
 - cynghori ar ddyrannu adnoddau arddewisol ar gyfer cynnal a chadw a gwella'r dyfrffyrdd
 - datblygu adnoddau ariannu, gwirfoddol ac o fathau eraill er mwyn cynnal a chadw a gwella Dyfrffyrdd Cymru
 - cynghori sut i gydbwyso buddiannau defnyddwyr dyfrffyrdd, y gymuned leol, eraill a chanddynt ddiddordeb yn y dyfrffyrdd, yn ogystal â'r dreftadaeth naturiol, adeiledig a chymdeithasol
 - cynghori sut all y gwaith o ofalu am a datblygu Dyfrffyrdd Cymru adlewyrchu a chynnwys diwylliant Cymru
 - eiriol buddiannau'r dyfrffyrdd i Lywodraeth Cymru, Cynulliad Cenedlaethol Cymru, arweinwyr a mudiadau gwleidyddol, busnes a'r sector gwirfoddol lleol, cyllidwyr ac eraill a chanddynt ddylanwad
 - paratoi Adroddiad Blynyddol a chynnal Cyfarfod Blynyddol cyhoeddus.

2. Aelodaeth

- 2.1 Bydd gan y Bartneriaeth isafswm o 8 aelod, a dewis i gynyddu hynny i 12 yn ôl doethineb Cadeirydd y Bartneriaeth. Bydd y Pennaeth Rhaglenni Cenedlaethol yn aelodau *ex officio* y Bartneriaeth Cymru Gyfan.
- 2.2 Caiff y Cadeirydd ei ddewis gan y Pwyllgor Penodi Trosiannol. Unwaith y mae'r Cyngor Elusen yn ei le, bydd y Pwyllgor Penodi parhaol yn cyflawni'r cyfrifoldeb hwn.
- 2.3 Bydd aelodau'r Bartneriaeth yn cael eu dewis gan Gadeirydd y Bartneriaeth ac uwch gynrychiolwyr y timau rheoli dyfrffyrdd a chaiff eu penodiad ei gadarnhau gan yr Ymddiriedolwyr.
- 2.4 Gwneir penodiadau am gyfnod i fyny at dair blynedd ond gall aelodau wneud cais i wasanaethu am gyfnodau ychwanegol hyd at uchafswm o 6 blynedd.

- 2.5 Gyda chytundeb y Cadeirydd a thrwy bleidlais fwyafrifol mewn cyfarfod a gyfansoddwyd yn gywir, gall y Bartneriaeth gyfethol aelodau ychwanegol i ddarparu elfennau penodol o fedrau a phrofiad a/neu dasgau. Gwneir cyfetholiadau am gyfnod penodedig o 12 mis.
- 2.6 Dyletswydd holl aelodau'r Bartneriaeth yw gweithredu'n ddiwahân mewn ffordd sy'n hyrwyddo amcanion elusennol yr Elusen o ran Dyfrffyrdd Cymru yn hytrach na chynrychioli unrhyw fuddiannau neu achosion penodol.
- 2.7 Bydd pob aelod yn byw neu'n gweithio yn eu hardal, a byddant yn gredadwy a gwybodus yn eu maes arbenigol. Bydd pob swydd yn ddi-dâl, ond caiff treuliau cytunedig eu had-dalu o adnoddau'r ddyfrffordd leol.

3. Ymddygiad a Rheoli'r Gwaith

- 3.1 Cynhelir isafswm o 4 cyfarfod y flwyddyn. Danfonir rhybudd cyfarfodydd ac agenda 7 niwrnod cyn pob cyfarfod.
- 3.2 Caiff cyfarfodydd y Bartneriaeth eu cynnull gan y Cadeirydd. Y cworwm ar gyfer y Bartneriaeth fydd 5 aelod.
- 3.3 Caiff gwaith y Bartneriaeth ei gyflawni, i'r graddau y mae hynny'n bosib, trwy gonsensws ymhlith aelodau. Os oes angen, gwneir penderfyniadau trwy bleidlais fwyafrifol seml. Bydd gan bob aelod un bleidlais. Os yw'r pleidleisiau'n gyfartal, bydd gan y Cadeirydd bleidlais fwrw.
- 3.4 Bydd disgwyl i aelodau'r Bartneriaeth fynychu o leiaf 75% o'r cyfarfodydd mewn unrhyw flwyddyn. Yn ôl doethineb y Cadeirydd, gall absenoldeb am dri chyfarfod yn olynol anghymwyso aelod a chaiff y swydd ei hail-hysbysebu.
- 3.5 Gyda chytundeb y Cadeirydd a thrwy bleidlais fwyafrifol mewn cyfarfod a gyfansoddwyd yn gywir, gall y Bartneriaeth sefydlu a rheoleiddio is-bwyllgorau ar gyfer gwaith pwnc neu dasg, a chytuno eu cylch gorchwyl gan gynnwys unrhyw reolau priodol ar gworwm. Gall hyn gynnwys, *inter alia*, meysydd pwnc fel ymgysylltu a chyfranogiad lleol, codi arian, gwirfoddoli, cyllid, datblygu a chynllunio dyfrffyrdd.
- 3.6 Gan weithio gyda'r Cadeirydd, bydd tîm rheoli'r dyfrffyrdd yn darparu'r ysgrifenyddiaeth ar gyfer cyfarfodydd y Bartneriaeth a Phwyllgorau – i gytuno dyddiadau a lleoliadau cyfarfodydd, danfon agenda cyfarfodydd a threfnu cofnod ysgrifenedig o bob cyfarfod a fydd, wedi'u cymeradwyo, ar gael yn gyhoeddus ar y we.

4. Rôl y Cadeirydd ac Aelodau.

- 4.1 Caiff rolau Cadeirydd ac Aelodau'r Bartneriaeth eu diffinio gan broffiliau rôl.
- 4.2 Mae'r Cadeirydd yn aelod o'r Cyngor Elusen, *ex officio*, a bydd yn cynrychioli'r Bartneriaeth yn ôl y galw.
- 4.3 Y Cadeirydd fydd prif lysgennad y Bartneriaeth. Bydd ef/hi'n cadeirio holl gyfarfodydd y Bartneriaeth a Chyfarfod Blynyddol y Bartneriaeth, ac yn mynychu cyfarfodydd y Cyngor a chyfarfodydd achlysurol gyda Chadeiryddion eraill. Yn ei absenoldeb ef neu hi, bydd y Bartneriaeth yn dewis Cadeirydd ar gyfer y cyfarfod.
- 4.4 Mae aelodau'r Bartneriaeth yn cefnogi gwaith y Bartneriaeth, yn darparu gwahanol fedrau, gwybodaeth ac arbenigedd a chysylltiadau ehangach sy'n berthnasol i'r gwaith a gyflawnir gan y Bartneriaeth.

5. Atebolrwydd

- 5.1 Mae'r Cadeirydd yn atebol i Gadeirydd yr Ymddiriedolwyr. Mae'r Bartneriaeth yn ei grynswth yn atebol i'r Ymddiriedolwyr.
- 5.2 Bydd y Bartneriaeth yn adolygu ei pherfformiad yn rheolaidd, ac yn dysgu o'i phrofiad ac yn rhannu profiad gyda Phartneriaethau Dyfrffyrdd eraill. Bydd Cadeiryddion Partneriaethau yn cyfarfod yn achlysurol fel rhan o'r broses hon.

6. Gweithgareddau

- 6.1 Nid yw cwmpas y gwaith a gyflawnir gan y Bartneriaeth ond yn cael ei gyfyngu gan eu pwrpas cyffredinol i gynnal a chefnogi'r dulliau mwyaf effeithiol ac effeithlon o ofalu am Ddyfrffyrdd Cymru ac egni ac ymrwymiad Aelodau'r Bartneriaeth.
- 6.2 Mae'n bwysig fod statws anweithredol y Bartneriaeth yn glir a bod llinell adrodd rheolaeth o'r tîm rheoli i uwch reolwyr a'r prif Fwrdd Ymddiriedolwyr yn cael ei pharchu. Bwriedir i'r Bartneriaeth gynghori, ysbrydoli, cymryd camau ymarferol, galluogi eraill, agor drysau, cefnogi a meithrin cysylltiadau fydd yn elwa Dyfrffyrdd Cymru. Nid yw'n gorff gweithredol, yn fwrdd Ymddiriedolwyr cysgodol nac yn grwp defnyddwyr.
- 6.3 O fewn ei chylch gorchwyl bydd gan y Bartneriaeth bob cyfle i ddylanwadu a lliwio barn a phenderfyniadau trwy strwythurau rheolaeth a llywodraethu'r Elusen a chyda budd-ddeiliaid allweddol.
- 6.4 Wrth ddatblygu ymgysylltu a chyfranogiad lleol, bydd y Bartneriaeth eisiau ystyried pa gamau sydd eu hangen i gyrraedd cymunedau lleol a'u cynnwys yng ngwaith y dyfrffyrdd.
- 6.5 Yn ei holl weithgareddau, bydd angen i'r Bartneriaeth weithio'n agos gyda'r tîm rheoli lleol, gan feithrin a gwerthfawrogi'r medrau a gynigiant tra ar yr un pryd a lle'n briodol yn annog diwylliant sy'n croesawu newid, cyfranogiad a ffyrdd newydd o weithio.
- 6.6 Bydd y Bartneriaeth yn cynghori a chynnig barn ar y strategaeth materion cyhoeddus y bydd y tîm rheoli yn gweithio â hi er mwyn meithrin perthynas gyda Llywodraeth Cymru, Cynulliad Cenedlaethol Cymru a budd-ddeiliaid allweddol.
- 6.7 Bydd Aelodau'n gweithredu'n Llysgenhadon i'r Bartneriaeth ym mhob gwaith allanol a byddant yn adrodd yn ôl am weithgarwch i'r grwp yng nghyfarfodydd y Bartneriaeth a Chyfarfod Blynyddol y Bartneriaeth.

7. Rhaglen Waith

- 7.1 Bydd y Bartneriaeth yn pennu ei rhaglen gweithgarwch, er mwyn diwallu anghenion Dyfrffyrdd Cymru a manteisio ar gyfleoedd lleol.
- 7.2 Mae'r canlynol yn rhestr fer o gamau y bydd y Bartneriaeth yn dymuno eu hystyried, gan weithio'n agos â'r tîm rheoli:
- cytuno gweledigaeth 10-mlynedd ar gyfer Dyfrffyrdd Cymru
 - deall a chymeradwyo'r gyllideb a'r cynllun busnes 3-blynedd ar gyfer y ddyfrffordd cyn iddo gael ei gyflwyno i'w gynnwys yng nghynllun busnes ehangach yr Elusen
 - datblygu cyfleoedd ariannu a nawdd newydd
 - deall y perfformiad yn ôl y gyllideb a gweithredu i ymateb i unrhyw faterion sy'n datblygu

- cymeradwyo a gweithredu i gefnogi penderfyniadau rheolwyr lleol mewn meysydd fel gwariant cynnal a chadw
- cymeradwyo a monitro safonau gwasanaethu cwsmeriaid
- gweithio gyda'r tîm rheoli i annog gwirfoddoli ym mhob agwedd ar reoli'r ddyfrffordd
- datblygu a gweithredu strategaeth ar gyfer ymgysylltu a chyfranogiad lleol
- cytuno rhaglen gyda'r rheolwyr dyfrffyrdd ar gyfer datblygu nawdd gan fusnesau lleol a'i gweithredu
- eiriol dros y dyfrffyrdd mewn cyfarfodydd gyda Llywodraeth Cymru, Cynulliad Cenedlaethol Cymru, gwleidyddion lleol a budd-ddeiliaid
- annog blaengaredd a syniadau newydd ar sut mae'r ddyfrffordd yn cael ei rheoli ac yn cysylltu â blaenoriaethau lleol
- gweithio gyda defnyddwyr dyfrffyrdd, pobl ifanc a chynulleidfaoedd newydd ac annog gweithgareddau sy'n gysylltiedig â dyfrffyrdd

8. Dim Partneriaeth Gyfreithiol

Ni fwriedir i unrhyw beth yn y Cylch Gorchwyl hwn greu unrhyw berthynas gyfreithiol gyfrwymol ymhlith yr aelodau, na Phartneriaeth gyfreithiol.

Medi 2011

GLANDWR CYMRU, The Canal & River Trust in Wales

All Wales Waterway Partnership – Role of Chair

- Job Title:** Chair All Wales Waterway Partnership
- Location:** Based in Wales/knowledgeable about the Waterways of Wales
- Reports to:** The Trust Trustees and Council via the Chair of the Trust

This is a volunteer position which is not remunerated, but agreed expenses will be reimbursed.

Purpose of the Job

The Chair will lead the Partnership and be a champion for the Waterways of Wales. He/she will ensure the Partnership works to benefit waterways within the Terms of Reference for the Partnership agreed by Trustees.

Through leadership and the work of the Partnership, he/she will build trust and confidence with Council, Trustees, the waterway management team, the Welsh Government, stakeholders and partners.

Working Contacts

Internal: Head of National Programmes, Waterway Manager and management team. Members of the Trust senior management team, Chair and members of the adjoining Waterway Partnerships (North Wales & Borders, South Wales & Severn), Chair of Trustees/Council, Trustees, and members of Council

External: The Welsh Government, National Assembly for Wales, senior representatives of partners, stakeholders, including funders, supporters, users, local authorities, government sponsored bodies, local businesses and the community.

Time Commitment

It is expected that the role will require 3-5 days per month, particularly in the initial period, with a significant part of this during the working day.

Appointments are for 3 years and may be renewed for a second term to a maximum of 6 years.

Tasks and Responsibilities

1. Provide leadership and inspiration for the work of the Partnership.
2. Ensure the Partnership works positively within the Terms of Reference for the Partnership.
3. With the Waterways Managers recruit the Members of the Partnership, working within processes agreed by Trustees (including ratification of any appointments by the Trustees).
4. Understand the breadth of the work of the Trust as the context for the work of the Partnership.
5. Work closely with the Waterways Managers to understand, shape and develop the strategy and plans for the waterways in line with the agreed priorities of the Trust and Partnership.

6. Act as a champion for the Waterways of Wales with, for example, the Welsh Government, National Assembly for Wales, local and national media and political leaders.
7. Represent the Partnership in developing beneficial relationships with the Welsh Government, local authorities, local businesses, the community, funders and supporters.
8. Attend meetings of the Trust Council as an *ex officio* member.
9. Provide an Annual Report to Trustees on the work of the Partnership.
10. Chair the meetings of the Partnership, the Annual Meeting and periodically attend meetings of the Partnership Chairs.
11. Work with the Waterway Managers to achieving business plan targets.
12. Support and promote the work of the Trust and ensure the values and culture of the Trust are evident in all the work of the Partnership.

Challenging aspects of the job:

- Management and development of complex relationships with partners, stakeholders and the Welsh Government.
- Development of local engagement and participation in Wales.
- Development of funding, volunteering and other resources to benefit the Waterways of Wales.
- Identification of threats and opportunities in relation to the activities of key partners and the Welsh Government and advising on how to secure a favourable outcome.
- Building influence within the Trust governance – the Council, Trustees and executive – to support the work of the Partnership and the wider objectives of the Trust.

Knowledge Skills and Abilities

- Strategic thinker
- Networker
- Capability to lead development of local engagement and participation
- Ability to act as 'brand' Ambassador in all external-facing activity
- Credible and respected nationally in Wales and locally
- Excellent communicator across a range of media, at ease with diverse audiences
- Experienced in working in complex partnerships spanning Government, public, private and voluntary sectors
- Experience of working with large, complex organisations
- Financially and commercially aware
- Output orientated
- Experience of fundraising
- Team player, open and participative, non-status conscious
- Availability of time and energy to commit to development of the Partnership
- Understanding of Welsh culture: fluency in Welsh desirable
- Enthusiasm for the aims of the Trust

September 2011

GLANDWR CYMRU

PROFFIL RÔL

Teitl y Swydd:	Cadeirydd Partneriaeth Dyfrffyrdd Cymru Gyfan
Lleoliad:	Yng Nghymru/gwybodus am Ddyfrffyrdd Cymru
Atebol i:	Ymddiriedolwyr a Chyngor yr Elusen trwy Gadeirydd yr Elusen

Swydd wirfoddol yw hon ac nid oes tâl ar ei chyfer, ond bydd treuliau cytunedig yn cael eu had-dalu.

Pwrpas y Swydd

Bydd y Cadeirydd yn arwain y Bartneriaeth a bydd yn lladmerydd dros Ddyfrffyrdd Cymru. Bydd ef/hi'n gofalu fod y Bartneriaeth yn gweithio i elwa dyfrffyrdd o fewn Cylch Gorchwyl y Bartneriaeth a gytunir gan yr Ymddiriedolwyr.

Trwy arweinyddiaeth a gwaith y Bartneriaeth, bydd ef/hi'n meithrin ymddiriedaeth a hyder gyda'r Cyngor, Ymddiriedolwyr, tîm rheoli'r ddyfrffordd, Llywodraeth Cymru, budd-ddeiliaid a phartneriaid.

Cysylltiadau Gwaith:

Mewnol: Pennaeth Rhaglenni Cenedlaethol, Rheolwr a thîm rheoli'r Ddyfrffordd. Aelodau uwch dîm rheoli'r Elusen, Cadeirydd ac aelodau'r Partneriaethau Dyfrffyrdd cyfagos (Gogledd Cymru & Gororau, De Cymru & Hafren), Cadeirydd yr Ymddiriedolwyr/Cyngor, Ymddiriedolwyr, ac Aelodau'r Cyngor.

Allanol: Llywodraeth Cymru, Cynulliad Cenedlaethol Cymru, uwch gynrychiolwyr partneriaid, budd-ddeiliaid, gan gynnwys arianwyr, cefnogwyr, defnyddwyr, awdurdodau lleol, cyrff a ariennir gan y llywodraeth, busnesau lleol a'r gymuned.

Ymrwymiad Amser

Disgwyli'r y bydd y rôl yn golygu 3-5 diwrnod y mis, yn enwedig felly yn y cyfnod cychwynnol, a bydd cyfran helaeth o'r amser hwnnw yn ystod y diwrnod gwaith.

Gwneir penodiadau am 3 blynedd a gellir eu hadnewyddu am ail dymor i fyny at uchafswm o 6 blynedd.

Tasgau a Chyfrifoldebau

- Cynnig arweinyddiaeth ac ysbrydoliaeth i waith y Bartneriaeth.
- Gofalu fod y Bartneriaeth yn gweithio'n gadarnhaol o fewn Cylch Gorchwyl y Bartneriaeth.
- Gyda'r Rheolwyr Dyfrffyrdd, recriwtio Aelodau'r Bartneriaeth, gan weithio o fewn prosesau a gytunwyd gan yr Ymddiriedolwyr (gan gynnwys cadarnhau unrhyw benodiadau gan yr Ymddiriedolwyr).
- Deall ehangder gwaith yr Elusen fel cyd-destun gwaith y Bartneriaeth.
- Gweithio'n agos gyda'r Rheolwyr Dyfrffyrdd i ddeall, llywio a datblygu'r strategaeth a'r cynlluniau ar gyfer y dyfrffyrdd yn unol â blaenoriaethau cytunedig yr Ymddiriedolaeth a'r Bartneriaeth.

6. Bod yn lladmerydd i Ddyfrffyrdd Cymru gydag, er enghraifft, Llywodraeth Cymru, Cynulliad Cenedlaethol Cymru, arweinwyr cyfryngau a gwleidyddol lleol a chenedlaethol.
7. Cynrychioli'r Bartneriaeth wrth ddatblygu cysylltiadau buddiol gyda Llywodraeth Cymru, awdurdodau lleol, busnesau lleol, y gymuned, arianwyr a chefnogwyr.
8. Mynychu cyfarfodydd Cyngor yr Elusen yn aelod *ex officio*.
9. Darparu Adroddiad Blynyddol i Ymddiriedolwyr ar waith y Bartneriaeth.
10. Cadeirio cyfarfodydd y Bartneriaeth, y Cyfarfod Blynyddol ac o dro i dro mynychu cyfarfodydd Cadeiryddion Partneriaethau.
11. Gweithio gyda Rheolwyr Dyfrffyrdd i gyflawni targedau'r cynllun busnes.
12. Cefnogi a hyrwyddo gwaith yr Elusen a gofalu fod gwerthoedd a diwylliant yr Elusen yn amlwg ym mhob agwedd ar waith y Bartneriaeth.

Agweddau heriol y swydd:

Rheoli a datblygu perthnasoedd cymhleth gyda phartneriaid, budd-ddeiliaid a Llywodraeth Cymru.

Datblygu ymgysylltu a chyfranogiad lleol yng Nghymru.

Datblygu adnoddau ariannol, gwirfoddol ac o fathau eraill ar gyfer Dyfrffyrdd Cymru.

Adnabod bygythiadau a chyfleoedd o ran gweithgareddau partneriaid allweddol a Llywodraeth Cymru a chynghori sut i gael canlyniad ffafriol.

Adeiladu dylanwad o fewn llywodraethiant yr Elusen – y Cyngor, Ymddiriedolwyr a'r pwyllgor gwaith – i gefnogi gwaith y Bartneriaeth ac amcanion ehangach yr Elusen.

Gwybodaeth Medrau a Galluoedd

- Meddyliwr strategol
- Rhwydweithiwr
- Y gallu i arwain y gwaith o ddatblygu ymgysylltu a chyfranogiad lleol
- Y gallu i fod yn Llysgennad 'brand' ym mhob gweithgarwch allanol
- Hygrededd a pharch yn genedlaethol yng Nghymru ac yn lleol
- Cyfathrebwr rhagorol ar draws cyfryngau o bob math, yn gyfforddus o flaen cynulleidfaoedd amrywiol
- Profiad o weithio mewn partneriaethau cymhleth yn cwmpasu llywodraeth a'r sectorau cyhoeddus, preifat a gwirfoddol
- Profiad o weithio gyda sefydliadau mawr, cymhleth
- Ymwybyddiaeth ariannol a masnachol
- Rhoi pwys ar allbynnau
- Profiad o godi arian
- Aelod tîm, yn agored a chyfranogol, heb fod yn ymwybodol o statws
- Amser ac egni ar gael i'w hymrwymo i ddatblygu'r Bartneriaeth
- Dealltwriaeth o ddiwylliant Cymru: y gallu i siarad Cymraeg yn rhugl yn ddymunol
- Brwdfrydedd dros nodau'r Elusen

GLANDWR CYMRU, The Canal & River Trust in Wales

All Wales Waterway Partnership – Role of Member

Job Title: Member All Wales Waterway Partnership

Location: Based in Wales/knowledgeable about the Waterways of Wales

Reports to: The Chair of the Waterway Partnership

This is a volunteer position which is not remunerated, but agreed expenses will be reimbursed.

Purpose of the Job

Members provide the knowledge, skills, expertise and capacity to enable the Partnership to undertake its work within its agreed Terms of Reference.

Members also provide the Partnership with wider contacts, access to key organisations and individuals, insights and perspectives to ensure the Partnership is well-briefed and in touch with issues within the Partnership area.

The duty of all Members of the Partnership is to act in the interests of promoting the charitable purposes of the Trust so far as they relate to the Waterways of Wales rather than to represent any particular interests or causes.

Working Contacts

Internal: Chair and Members of the All Wales Partnership, Head of National Programmes, Waterway Manager and management team, Chair and Members of the adjoining Waterway Partnerships (North Wales & Borders, South Wales & Severn).

External: representatives of partners, stakeholders, particularly local organisations, special interest groups, community groups, funders, supporters, users, local authorities, local businesses and the community.

Time Commitment

It is expected that the role will require 2-4 days per month, particularly in the initial period, some of this during the working day.

Appointments are for 3 years and may be renewed for a second term to a maximum of 6 years.

Tasks and Responsibilities

1. Work as a member of the Partnership team under the leadership of the Chair.
2. Provide leadership and expertise in a specific area or areas to support the work of the Partnership.
3. Contribute to the development of strategies and plans by the Waterway and Partnership to shape the development and stewardship of the Waterway.

4. Undertake practical action to help the Partnership deliver agreed objectives and programmes of work.
5. Represent the Partnership, as required, in developing beneficial relationships with the Welsh Government, National Assembly for Wales, local authorities, local businesses, the community, funders and supporters.
6. Understand the breadth of the work of the waterway management team in the context of the Trust and work with the waterway manager and Chair to support the agreed priorities of the Trust and Partnership.
7. Support and promote the work of the Trust.

Challenging aspects of the job:

Delivering on detail and building a strategic view.

The challenges of available funding and resources.

Developing practical relationships that will enable the Partnership to deliver locally.

Working in a complex matrix of relationships – Partnership members, Waterway Management, local community, partners, stakeholders, funders – to support the work of the Partnership and the wider objectives of the Trust.

Knowledge Skills and Abilities

- Members will be drawn from a range of backgrounds in the public private and charitable sectors
- Members will offer knowledge, skills, experience and be willing to take a lead in **one or more** of the following areas:

<ul style="list-style-type: none"> ○ Boating ○ Commerce ○ Community engagement ○ Natural, built and social heritage ○ Engineering and asset management ○ Education ○ Finance ○ Fundraising ○ Health and well-being 	<ul style="list-style-type: none"> ○ Partnership working with local government, commercial and charitable sectors ○ Planning and regeneration ○ Public relations, public affairs, the media ○ Tourism ○ Volunteering ○ Waterway users – including walkers, anglers, cyclists
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- Key skills and abilities
 - Based in Wales, credible, and respected
 - Good contacts within key stakeholders across Wales
 - Capable of working at a strategic level
 - Approachable with good interpersonal skills
 - Experienced in partnership working and a team player
 - Availability of time and energy to commit to the Partnership
 - Understand Welsh culture: fluency in Welsh desirable
 - Enthusiastic for the aims of the Trust

GLANDWR CYMRU

PROFFIL RÔL

Teitl y Swydd:	Aelod o Bartneriaeth Dyfrffyrdd Cymru Gyfan
Lleoliad:	Yng Nghymru/gwybodus am Ddyfrffyrdd Cymru
Atebol i:	Cadeirydd y Bartneriaeth Dyfrffyrdd

Swydd wirfoddol yw hon ac nid oes tâl ar ei chyfer, ond bydd treuliau cytunedig yn cael eu had-dalu.

Pwrpas y Swydd

Mae aelodau'n darparu'r wybodaeth, medrau, arbenigedd a gallu i alluogi'r Bartneriaeth i gyflawni ei gwaith o fewn y Cylch Gorchwyl a gytunwyd ar ei chyfer.

Mae aelodau hefyd yn cynnig cysylltiadau ehangach, cysylltiadau â sefydliadau ac unigolion allweddol, mewnwelediadau a phersbectifau i sicrhau bod y Bartneriaeth yn cael yr holl wybodaeth angenrheidiol a'i bod yn gwybod am faterion o fewn ardal y Bartneriaeth.

Dyletswydd holl Aelodau'r Bartneriaeth yw gweithredu er mwyn hyrwyddo amcanion elusennol yr Elusen o ran eu cysylltiad â Dyfrffyrdd Cymru yn hytrach na chynrychioli unrhyw fuddiannau neu achosion penodol.

Cysylltiadau Gwaith:

Mewnol: Cadeirydd ac Aelodau Partneriaeth Cymru Gyfan, Pennaeth Rhaglenni Cenedlaethol, Rheolwr a thîm rheoli'r Ddyfrffordd, Cadeirydd ac Aelodau'r Partneriaethau Dyfrffyrdd cyfagos (Gogledd Cymru & Gororau, De Cymru & Hafren).

Allanol: cynrychiolwyr partneriaid, budd-ddeiliaid, yn enwedig felly fudiadau lleol, grwpiau buddiannau arbennig, grwpiau cymunedol, arianwyr, cefnogwyr, defnyddwyr, awdurdodau lleol, busnesau lleol a'r gymuned.

Ymrwymiad Amser

Disgwylir y bydd y rôl yn golygu 2-4 diwrnod y mis, yn enwedig felly yn y cyfnod cychwynol, a bydd peth o'r amser hwnnw yn ystod y diwrnod gwaith.

Gwneir penodiadau am 3 blynedd a gellir eu hadnewyddu am ail dymor i fyny at uchafswm o 6 blynedd.

Tasgau a Chyfrifoldebau

- Gweithio'n aelod o dîm y Bartneriaeth o dan arweinyddiaeth y Cadeirydd.
- Darparu arweinyddiaeth ac arbenigedd mewn maes neu feysydd penodol i gefnogi gwaith y Bartneriaeth.
- Cyfrannu at ddatblygu strategaethau a chynlluniau gan y Ddyfrffordd a'r Bartneriaeth i lywio datblygiad a hwsmonaeth y Ddyfrffordd.

4. Cymryd camau ymarferol i helpu'r Bartneriaeth gyflawni amcanion a rhaglen waith cytunedig.
5. Cynrychioli'r Bartneriaeth, yn ôl y galw, wrth ddatblygu perthnasoedd buddiol gyda Llywodraeth Cymru, Cynulliad Cenedlaethol Cymru, awdurdodau lleol, busnesau lleol, y gymuned, arianwyr a chefnogwyr.
6. Deall ehangder gwaith tîm rheoli'r ddyfrffordd yng nghyd-destun yr Elusen a gweithio gyda rheolwr y ddyfrffordd a'r Cadeirydd i gefnogi blaenoriaethau cytunedig yr Elusen a'r Bartneriaeth.
7. Cefnogi a hyrwyddo gwaith yr Elusen.

Agweddau heriol y swydd:

Cyflawni manylion a datblygu gweledigaeth strategol.

Heriau'r arian a'r adnoddau sydd ar gael.

Datblygu perthnasoedd ymarferol fydd yn galluogi'r Bartneriaeth i gyflawni'n lleol.

Gweithio mewn rhwydwaith cymhleth o berthnasoedd – aelodau'r Bartneriaeth, Rheolwyr y Ddyfrffordd, y gymuned leol, partneriaid, budd-ddeiliaid, arianwyr – i gefnogi gwaith y Bartneriaeth ac amcanion ehangach yr Elusen.

Gwybodaeth Medrau a Galluoedd

- Daw aelodau o amrywiol gefndiroedd yn y sectorau cyhoeddus preifat ac elusennol
- Bydd aelodau yn cynnig gwybodaeth medrau a phrofiad a byddant yn barod i arwain ar **un neu ragor** o'r meysydd canlynol:

<ul style="list-style-type: none"> ○ Cychod ○ Masnach ○ Ymgysylltu cymunedol ○ Treftadaeth naturiol, adeiledig a chymdeithasol ○ Peirianeg a rheoli asedau ○ Addysg ○ Cyllid ○ Codi arian ○ Iechyd a lles 	<ul style="list-style-type: none"> ○ Gwaith partneriaeth gyda llywodraeth leol, sectorau masnachol ac elusennol ○ Cynllunio ac adfywio ○ Cysylltiadau cyhoeddus, materion cyhoeddus, y cyfryngau ○ Twristiaeth ○ Gwirfoddoli ○ Defnyddwyr dyfrffyrdd – gan gynnwys cerddwyr, pysgotwyr, beicwyr
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- Medrau a galluoedd allweddol
 - Byw neu weithio yng Nghymru, hygyrdd a pharch
 - Cysylltiadau da gyda budd-ddeiliaid allweddol ar draws Cymru
 - Y gallu i weithio ar lefel strategol
 - Hawdd ymwneud â chi a medrau rhyngpersonol da
 - Profiad o waith partneriaeth ac aelod tîm
 - Amser ac egni ar gael i'w hymrwymo i ddatblygu'r Bartneriaeth
 - Dealltwriaeth o ddiwylliant Cymru: y gallu i siarad Cymraeg yn rhugl yn ddymunol
 - Brwdfrydedd dros nodau'r Elusen

CANAL & RIVER TRUST

Museums Partnership – Terms of Reference

1. Purpose

- 1.1 The remit of the Partnership includes the National Waterways Museum at Ellesmere Port, Gloucester Waterways Museum, The Canal Museum Stoke Bruerne as well as other visitor centres and attractions that may be added to the portfolio from time to time. Together these are termed “Waterways Museums” in this document.
- 1.2 The Museum Partnership is integral to the stewardship and development of the Waterways Museums. It brings together the experience, expertise and perspectives of staff, volunteers, key stakeholders and experts to guide the planning, development and management of the Waterways Museums.
- 1.3 The Head of Museums 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 planning, management and operation of the Waterways Museums for their long-term viability and success. The Partnership will consider and balance the needs of visitors, enthusiasts, local communities, environment and heritage interests and seek opportunities to engage with local businesses and stakeholders.
- 1.4 The role of the Partnership is advisory and action-orientated. It is outward-facing and locally engaged with people, decision-makers and communities local to the Waterways Museums and, where appropriate, nationally.
- 1.5 The Partnership will work with the Head of Museums to facilitate and promote improvement and development of the Waterways Museums, including:
 - development of an overarching vision and strategy for the Waterways Museums
 - conservation, management and interpretation of the *Designated* National Waterways Collection which includes the National Waterways Archive
 - development of strategies and plans which fully embrace local engagement and participation, working with partners in the area of each of the Waterways Museums
 - development of new funding, volunteer and other resources to enable the growth and development of the Waterways Museums
 - championing the interests of the Waterways Museums to local political, business and voluntary sector leaders and organisations, funders and others in a position of influence
 - preparing an Annual Report and holding a public Annual 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 Head of Museums and attractions will be an *ex officio* member of the Partnership.
- 2.2 The selection of the Chair will be made by the Transition Appointments Committee. Once the Trust Council is in place, the permanent Appointments Committee will fulfil this function.
- 2.3 Members of the Partnership will be selected by the Chair of the Partnership and senior representatives of the local management team. Membership will include one

member nominated by each of the Boat Museum Society, the Boat Museum Trust, The Friends of Gloucester Waterways Museum and the Friends of The Canal Museum. The appointment of all members 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 museums rather than to represent any particular interests or causes.
- 2.7 All members will be credible and knowledgeable in their area of expertise. All positions will be un-remunerated, but agreed expenses will be reimbursed.

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, development and planning.
- 3.6 Working with the Chair, the museums 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 web.

4. Role of the Chair and Members

- 4.1 The roles of the Chair and Partnership Members 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 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 work of 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 Waterways 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 museums and the energy and commitment of Partnership Members.
- 6.2 The Partnership has a specific role in advising the Trust on how it fulfils its obligations for the conservation of the collections in its care, consistent with the conditions required for its *Designated* status, Museum Accreditation, and the terms of the loan agreements.
- 6.3 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, monitor, inspire, take practical action, enable others, open doors, support, and forge local relationships that will benefit the Waterways Museums. It is not an executive body or shadow board of Trustees.
- 6.4 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.
- 6.5 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 Museums.
- 6.6 In all its activities, the Partnership will need to work closely with the 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.
- 6.7 The Partnership will advise and comment on the marketing and public affairs strategy for the Waterways Museums.
- 6.8 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 Meeting.

7. Programme of Business

- 7.1 The Partnership will determine its programme of work focused in areas such as museum development and programmes of activity, outreach and engagement which exploit opportunities for growth and development, and build recognition regionally and nationally.

7.2 The following is a short list of actions that a Partnership will wish to consider, working closely with the management team:

- Develop and agree the 10-year vision for the Waterways Museums
- Understand and endorse the budget and 3-year business plan for the Waterways Museums before submission and incorporation into the Trust's wider business plan
- Understand performance against budget and act to support on any emerging issues
- Work closely with the Head of Museums in areas such as conservation, management and interpretation of the collection
- Endorse and monitor visitor service standards
- Develop and act to implement a strategy for outreach, local engagement and participation
- Work with the management team to encourage volunteering in all areas of museum management
- Agree with the management team a programme to develop fundraising and business sponsorship and act to implement
- Champion the Waterways Museums 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 Waterways Museums
- Engage with Waterways users, young people and new audiences and encourage activity and events centred on the Waterways Museums

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.

September 2011

CANAL & RIVER TRUST

TRANSITION APPOINTMENTS COMMITTEE TERMS OF REFERENCE

1. Role

With the Transition Trustees in place, the Advisory Panel on First Appointments and Transition (APFAT) and the Transition Trustees have set up the Transition Appointments Committee (TAC) to assist in completing the governance arrangements for the new charity.

The TAC will act as proxy for the proposed Appointments Committee until created and in particular shall:

- agree the process for the appointment of the Chairs for the Waterways Partnerships and make such appointments
- approve the process for selection of Partnership Members by Chair and Waterway Manager (with appointment subject to ratification by the Trustees)
- agree and implement arrangements for the nomination of individuals to the nominated seats on the Council; including identification and selection of nominating organisations and the ratification of nominated individuals as fit and proper for the role
- in the event of any vacancy, agree and implement arrangements for the selection and appointment of Transition Trustees

The work of the TAC will cease once the new Trust has set-up its substantive Appointments Committee drawn from Trustees and the Council.

2. Programme

The TAC will ensure that the Council is appointed and has its first meeting by March 2012, before the Trust's Vesting Day in April 2012.

The appointment of Chairs for the Partnership will be phased. No less than five appointments will be made before the end of 2011, and the balance before Vesting Day.

3. Membership of the Appointments Committee

There will be 4 members of the TAC:

Roger Clarke – Chair TAC, Member APFAT
Dinah Nichols – Member APFAT
Lynne Berry – Transition Trustee
Tom Franklin – Transition Trustee

4. Costs

BW will fund the travel and subsistence costs which are incurred by Transition Trustees in the course of undertaking their role. Defra will fund the *per diem* rate, and travel and subsistence costs for APFAT members.

5. Secretariat Support

Roger Hanbury will provide the Secretariat to enable the TAC to undertake its role.