

Canoeing Ireland

Date:	30 October 2013, 7.30-11.00pm
Venue:	Canoeing Ireland Office, National Institute of Sports, Blanchardstown
Attendees:	<p>Mark Clinton - President (MC) Kim Siekerman - Secretary (KS) Jenny Kilbride - Executive (JK) Wesley Bourke - Executive (WB) Eamonn Fleming - Chair Canoe Sprint (EF) Brendan O'Brien – Chair Marathon (BOB) Aidan Doran – Chair TDU (AD) Aisling Griffin - Chair Paddlesurf (AG) John Ringwood - Chair Wildwater Racing (JR) Karl Dunne - General Manager (KD) Michelle Power – Chair Canoe Polo (MP)</p> <p>Phone: Niamh Cleary – Chair Freestyle</p>
Apologies	<p>William Irwin – Treasurer Ciaran Farrell – Chair Canoe Slalom</p>
Agenda	
1.	Reading & adoption of minutes of Board meeting of <i>21st August 2013</i>
2.	Matters Arising from previous Board meeting <i>21st August 2013</i>
3.	Correspondence received
4.	<p>Operational update from General Manager</p> <ul style="list-style-type: none"> • Update on ISC core grant submission • Update on ISC HP plan submission <p>A request was received from BOB for a comprehensive operational report with income and expenses</p>
5.	Public Relations & Communications Strategy Discussion – Ratification
6.	Corporate Governance Document – Ratification
7.	Liffey Centre – Usage Michelle Power
8.	Funding Allocation – All Technical Committees
9.	<p>Updates on: (requested by BOB)</p> <ul style="list-style-type: none"> • Financial plan for 2013/2014 (Willie Irwin) • Strategic development (President) • Review and adoption of Irish Sports Council docs for NGBs (Executive) • Strategy towards 2nd and 3rd level schools; disadvantaged and disabled groups (Jenny can maybe update on Marketing Strategy?) • Status update on new Memos and Arts (President) • Discussion on conflict of interest • Roles and responsibilities of regional officers • ICF and ECA associated matters

10.	Slalom Committee – Draft letters & Request for Enquiry
11.	HR Issue: Michelle Power advice from HR Specialist
12.	AOB & Agreement of date for next Board meeting

No.	Agenda Item
1.	<p>Reading & adoption of minutes of Board meeting of 21st August 2013</p> <p>An update was given on agenda item 3 from the 21 August minutes: correspondence with Inland Fisheries Ireland. IFI are not happy with the development. It appeared that the issue is between canoeists, not fishermen and canoeists.</p> <p>An update was given on agenda item 7: a serious situation has arisen. In rainy weather pollution will occur and Waterways Ireland recommends that no-one can use the water until the County Council can assure it won't occur again, but as they cannot, there is no solution and Kilcock are out of their club. MP provided a more recent update that a short term solution costing 100k has been agreed on by Waterways Ireland and committed to by the County Council. A culvert will be laid underneath the jetties which diverts overflowing sewerage a couple of hundred meters down.</p> <p>An update was provided on item 12: the completed B10 forms have been submitted. One other member is required. Following a motion from the 2013 ADM, the Board has to provide 8 Directors to the company, therefore it is instrumental a final volunteer be found.</p>
Action	For Board members to (re)consider directorship to fulfil ADM motion.
Action	For KS amend the July Board minutes with EF's changes.
Conclusion	The 21 August 2013 Board minutes were proposed by JR and seconded by JK and adopted.
2.	<p>Matters Arising from previous board meeting 21st August 2013</p> <p>No Matters Arising</p>
3.	<p>Correspondence received</p> <p>An email from Waterways Ireland was received containing a sponsorship pack for events. Last year, polo and marathon availed of this scheme. It is open to anyone who aims to hold an event on a Waterways Ireland owned body of water and may be of interest to any of the disciplines. The sponsorship pack is available under www.waterwaysireland.org/Pages/Sponsorship-Programme.aspx</p> <p>A letter has been received from the Irish Sports council asking how CI is dealing with the implementation of the recommendations requested in the Deloitte report. They have proposed a series of meetings with the President, the General Manager and 1 other Board member. A discussion arose on who might be best suitable to attend those meetings. It was suggested that the individual needs to be more senior, with a financial background, a company director or previous director. The person would ideally have been at previous meetings. Dates and times are to be decided by participants. Several Board members were suggested, but those with day-time jobs will find it hard to take time off. BOB volunteered and indicated he was able to move his weekly free afternoon around to match the meeting date. KD was to ask the Sports Council if it was possible to have a rolling attendance for these meetings. If this is possible, MP and EF have volunteered attendance at one meeting as well.</p>
Action	KD to discuss with ISC the possibility for rolling attendance at these meetings and to set up meetings.
4.	Operational update from General Manager

Questions arose on the Operational Report:

Financial:

A discussion took place on the Liffey Training centre and its usage. The outstanding remainder on the mortgage is about 60.000 euro.

Suggestions for alternative use were discussed, such as use by clubs.

Conclusion: KD to provide JK with exact Income & Expenditure figures for training centre.

MP to investigate alternative uses for centre.

HP grants were discussed and an explanation was asked on how the balance between Sprint and Slalom works and why Sprint seems to have overspent at this stage. KD explained how Sprint expenses are paid before slalom due to their different payment systems; therefore the expenses are slightly skewed. MC highlights that there may be a shortfall, but EF explained how the recent budget constraint caused higher athlete contributions. Money still has to be recovered back from them. In the Slalom programme, athletes submit their own travel expenses although not all are covered.

MC asked if any payments have gone out yet, but KD said it still has to be given out as the money only came in last week. MC asked whether a formula existed, which was explained to be a calculation that keeps in mind the bigger picture, including who gets funding from the North and what other funding athletes are getting. This will be documented and sent in to be ratified before the Board. MC suggests keeping the treasurer in the loop.

BOB asked a question about the Liffey Descent income; whether this was inclusive of the 20k grant. KD explained the 28k figure contained just entry fees and was not inclusive of 20k. MC requested a breakdown of income and expenditure. BOB recommended that the LD committee will see it first and will be ready for ratification at the next Board meeting.

WB asked why Slalom receives more money than Sprint. KD explained that Slalom has more carded athletes and more Olympians. EF noted that Sprint wouldn't mind an increased share, but that there is only a small pot and the Sprint Committee leave it up to CI. WB suggested that it may be worth discussing each year? EF assured this is done most years. The treasurer should be involved in these decisions. Unfortunately, the decrease in the budget has led to larger athlete contributions. A question arose about what would happen in case an athlete failed to pay back his contribution. EF explained they would not be selected or allowed to travel.

MC highlighted a dramatic difference between discipline expenses and their budget. KD explained that when budget was put together, the exact projected expenditure was not clear yet.

JR highlighted a need to revisit the breakdown annual and establish a clear process in the breakdown of the maximum figure and subsequent individual breakdowns. MC requested for a document justifying the 45-55% split.

Liffey Centre

JR asked for clarity why only juniors were allowed to use the LC. KD assured seniors would also be allowed use, and BOB highlighted Marathon would like to use it as well.

JR explained how he could see his committee in hot water, as the only juniors that would be able to use the centre were juniors that lived locally, and how he wasn't aware of the recent developments. MC noted that he thinks this may be less of a WW Racing initiative and more likely club business. KD proposed to change the line to WWKC WW Racing juniors.

JK requested clarification of the development. CF and MP were both approached for slalom juniors and polo. JR suggests the facility should also be available for Seniors as they

	<p>are National facilities. BOB clarified that juniors are more likely to cooperate as a group, but that there is a need to look at how to respond to private groups.</p> <p>Sluice Committee</p> <p>BOB suggested speed in composing the committee. MC suggested Ike Jacob, Benny Cullen, KD, Eoin Rheinish and a representative from the slalom committee as well. An architect from WWKC has expressed an interest as well as Elizabeth O Ferrall. With the current issue around EOF, it was suggested that her knowledge was made available to the committee, as well as the knowledge of any Freestyle member to ensure consistency of their playfeature. MC suggested the core group as an implementation committee and availability of feeding in of necessary individuals. MP offered help with the element of procurement.</p> <p>Garda Vetting</p> <p>BOB requested an update. KD said due to errors it was a slow process but currently 30/40 forms are processed per day (about 100 a week).</p> <p>Membership</p> <p>Who are the direct (individual) members? KD will look at the database. MC requested to know the breakdown, and BOB suggested looking at the existence of club membership again.</p> <p>KEY DATE ENTRIES:</p> <ul style="list-style-type: none"> • Update on ISC core grant submission Has come early but is now submitted. • Update on ISC HP plan submission 14th November is the HP plan submission deadline. KD will submit an update.
Action	KD to itemise the Liffey Centre mortgage repayments and budget in 1.5% for maintenance
Action	Extract of Liffey Centre figures to be sent to JK by KD
Action	HP athlete funding formula (Sprint-Slalom and individual) to be sent to the Board
Action	Breakdown LD income and expenditure to be sent to the Board
Action	Immediate composition of the Sluice Committee consisting of Ike Jacobs, Benny Cullen, KD, Eoin Rheinish and a representative from the slalom committee.
Action	KS to insert agenda item on the discussion on membership types
Action	KD to submit a HP plan submission update
5.	<p>Public Relations & Communications Strategy Discussion – Ratification</p> <p>WB summarised the document and suggested a 5 year plan.</p> <p>MC thanked WB for the document and highlighted that it contains useful things for the Board and central administration but also for clubs and other users. He suggests a seminar at a new form of extended ADM.</p> <p>WB mentioned the low budget, but emphasised simple things such as regular photo shoots, press releases and conducting prize givings differently. He also suggested linking with other paddling groups and other links such as the Sports Council, the Institute of Sport, and a form of Awards Ceremony each year.</p> <p>BOB also appreciated the document but suggested a shorter format or primary goal/target page. MC proposed a media plan with dates on it and important aspirations. WB would like to start with getting the information out there and volunteered to conduct seminars for disciplines and clubs. A budget is needed to enhance the website.</p> <p>KD highlighted some gaps in the document and showed that it links to non existant documents such as in the ‘disciplinary action’ section.</p> <p>MC noted that it is a policy document and not a rule, and thinks the aspiration to keep people from putting up bad stuff is good. It was suggested to take the reference to the inexistent documents out for now and then changed as current policy updates. For now</p>

	<p>the wording should reflect the existing policies.</p> <p>MP suggested a CI-wide template for policy and information documents to ensure font and design consistency. KS proposed to generate a generic documentation template. It was suggested that the document be ratified subject to amendments and layout. After revision it can be e-mailed to all clubs, Board and Disciplines for feedback. It is still a working document and if was suggested to also highlight the easy achievable goals, as there is a small budget available.</p>
Conclusion	There was consensus on ratification the Public Relations & Communications Strategy document subject to amendments and layout.
Action	KS to do out standard template for CI documentation with fonts, sizes etc.
6.	<p>Corporate Governance Document – Ratification</p> <p>MC highlighted that he does not want to contribute to any web-debate, but explained his position on the Governance document:</p> <p>As there will be a lot of new Board members with the AGMs and ADM coming up, briefing is needed. The available document is the old one, but MC edited a few changes, including the change from the word Chief Executive to General Manager and adding the new Board structure. Also added is the appendix regarding the conduct of Board meetings. It is not a Corporate Governance document per se, but also contains a management element. It's meaty and covers a lot, but helps new Board members with the brief, structures and expectations.</p> <p>He has met with Dr. Ann Bourke and she has expressed an interest to help us. They also had a broad chat about the Memo and Arts as well. MC is currently working on the Memo and Arts and amending the pending motions now: the current document is based on 2009 version, and MC is adding the updates and changes since then. There are a lot of judgment calls: changing a clearly formulated motion to an article is easy; other motions are less transparent. MC is getting legal advice on some, but for now is inserting the clear changes. MC said there is an ideal opportunity to take out items that do not belong in the Memo and Arts so it can be voted on at the next ADM. He is asking Dr Bourke for comments on the content so the governance related items can be transplanted to a new Governance document so at the ADM we can have a comprehensive set of documentation including good corporate governance and Discipline and Appeals procedures etc.</p> <p>MC mentioned Dr Bourke offered to do it for free but told her she would be covered, and to give him a figure for projected expenses.</p> <p>EF said he has no issue with this; if just for new Board trainees, it's a good document. MC explained that the document will change.</p> <p>MP suggested keeping the existing document and adding the additional items as appendices and BOB supported the idea as a Governance Pack with appendices as induction pack: they recommended using the old document until a new one has been composed. JR suggested changing the terminology CEO and GM and leave it with that. A discussion followed on what should be ratified and what should be left out, but JK highlighted the importance for a code of conduct at meetings. KD suggested using the ISC Governance doc for our induction and JR highlighted that he could not see much difference and could the doc not be seen as an interim doc. MC did not mind reverting to old doc as long as the NZ entry can be used. Several people recommended referencing them in the document.</p>
Conclusion	The old Governance document with inclusion of the referenced New Zealand Conduct at Board Meetings document will remain in use as induction pack until a new Corporate Governance document is composed.
7.	<p>Liffey Centre – Usage Michelle Power</p> <p>MP explained that the operational repost touched briefly on the current developments.</p>

	<p>Proposed ideas are to use the LC as a location for National Squad training for all disciplines. It can be used for circuit and water training, but some funding is needed. MC noted that he had envisaged the exploration of options to also contain revenue raising options.</p> <p>MP highlighted her opinion that it is important to support our own teams first and then look at private ventures.</p> <p>MC found that the broader options had not yet been taken into consideration: using the LC this way might be construed as discriminating against members from other regions. MP expressed that she found it relevant use and recommended seeing it as centre of excellence open to people from all localities. She also noted the importance of using other locations in Ireland for courses, but we should be making the most of the Liffey Centre.</p> <p>MC would also like to invoke some lateral thinking on the role of the centre and consider if it make sense to have the LC there?</p> <p>BOB summarised the 2 main KPIs: the costs and exposure to canoeing. JK said that the LC is a very important aspect and needs to be justified to all members in regards to what we are selling. Her main query is: does it have to make money to cover mortgage. This is why she needs to have all the figures so she can determine how best to use the centre. KD mentioned that as the LC is asset funded there are claw-backs to selling it. MC noted that it is important to balance revenue and cost: a P&L factoring in all the costs would give us a better idea.</p> <p>JR summarised there are 2 things to discuss: how well does the LC pay for itself and what does a specific proposal to reutilise the centre entail.</p> <p>JK explained that it needs to fit into the bigger plan of what we are selling to the membership. A detailed breakdown also considers costs and time resources of staff. And if we will use the LC for squads and training, how do we maximise it for everyone?</p> <p>EF noted that the course income from the Liffey Centre are 100k +. MC replied that these counts are not solely for the centre courses. EF highlighted the mobility issues and wondered if we can run the courses more geographically.</p> <p>MP advised JK to look at planning permission as well as there may be constraints on the site, and JR suggested bringing the document to the next Board meeting.</p> <p>MC would like to see routine use by members.</p> <p>WB then wondered about what the funding would be used for and how much would be needed. MP explains about 3 to 4 grand would be needed and it would be used to set up strength and conditioning materials such as chin-up bars, mats and the like and requests partial funding from CI. 3 to 4 grand</p> <p>JR suggested that the concerted proposal is a first time for centre, and that many clubs already have these facilities. Would it not be better to move trainings around geographically? And he also wondered why not all disciplines were contacted about the option.</p> <p>MP explained that some people approached her under their own steam.</p> <p>MC asked if the involved disciplines can find the funding themselves. MP explained that there wasn't much money and that that money would be CI money too. JR asked whether costs can be shared across the disciplines and how the time would be scheduled. KD proposed a first come first serve. MP endorses that some groups can use the location at the same time.</p> <p>JK proposed that they should work away at their plan but to hold off on funding until the rest of the disciplines can be briefed.</p>
Action	All Board members to think of different uses for the Liffey Centre
Action	Broader consultation with disciplines is needed - for chairs to brief the disciplines on the training options at the LC.

8.	<p>Funding Allocation – All Technical Committees</p> <p>KD there is 3000 to 4000 available for each discipline. How do we split it up best? BOB noted that spitting the money according to need doesn't work and that a straight split is best. However it might be wise to look at expenditure next year. MP highlighted how costs are uneven; this year Polo is sending 3 teams to the European Championships at 125 euro pp. BOB would like to spend funding on boats. EF noted that he would spend more money on coaching and juniors and sending development officers to regattas. AG would like to have more boats, and spend the rest on development and competition. JR would like to spend more on international teams going across and also doesn't have coaches. MC would like to invite an international coach to train coaches up in Ireland.</p>
Conclusion	<p>The discipline funding will be distributed as follows: 3000 euro for each discipline and a reserve fund will be kept for special projects. Proposed by BOB and seconded by EF. Proposal adopted.</p>
9.	<p>Requested updates</p> <ul style="list-style-type: none"> • Financial plan for 2013/2014 (Willie Irwin) Willie is absent. BOB suggested setting up a financial reserve. This was proposed last year, could it be discussed again? • Strategic development (President) KD highlighted that a strategic plan is one of the items the ISC will be looking for. It needs to be actioned immediately. BOB suggested it needed a full meeting to be discussed. • Review and adoption of Irish Sports Council docs for NGBs (Executive) • Strategy towards 2nd and 3rd level schools; disadvantaged and disabled groups (Jenny can maybe update on Marketing Strategy?) • Status update on new Memos and Arts (President) • Discussion on conflict of interest • Roles and responsibilities of regional officers • ICF and ECA associated matters <p>BOB deferred rest of questions as time was getting short</p>
10.	<p>Slalom Committee – Draft letters & Request for Enquiry Redacted due to confidentiality requirements.</p>
Action	<p>KS to send the 2 draft letters to the Board; to follow up on the Solicitor's letter</p>
11.	<p>HR Issue: Michelle Power advice from HR Specialist Redacted due to confidentiality requirements..</p>
Conclusion	<p>The Board agrees to recommend Mediation by the LRC.</p>
Action	<p>KS and MP to compose letter to those involved.</p>
12.	<p>AOB & Agreement of date for next Board meeting There was no time for AOB. The next Board meeting will take place on 27 November 2013 at 7.30pm in the National Institute of Sports, Blanchardstown.</p>