



Company Name :  
Irish Canoe Union T/A Canoeing  
Ireland

Company Number :  
118443

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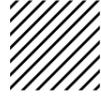
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# ANNUAL REPORT 2020

Irish Canoe Union T/A Canoeing Ireland  
Company Number: 118443





www.canoe.ie

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Photo courtesy of: Mick Feeney



## COMPANY OVERVIEW

The Irish Canoe Union T/A Canoeing Ireland was formed in 1960 and is registered as a limited company. It is recognised by Sport Ireland and the Olympic Federation of Ireland as the governing body of the sport and recreation of canoeing in Ireland. It is affiliated to the International and European Canoe Federations.

### AIMS AND OBJECTIVES OF CANOEING IRELAND

- The promotion of canoeing in all its forms.
- To organise/assist in organising and promoting competitive and recreational canoeing events.
- To select, train, and administer competitors to represent Ireland at international events.
- To arrange and provide the holding of instruction in canoeing skills and techniques, the establishment and conduct of a system of tests and qualifications, and the promotion of safety.
- To issue guidelines and make regulations for all forms of canoeing as appropriate and to encourage the observance by canoeists of a code of conduct.
- To protect the interests of canoeists and to work for improved facilities.
- To support administrative or legislative measures which will improve facilities for canoeing and to act to prevent the introduction of such measures injurious to the sport.
- To create and promote by publicity and education an informed and interested public opinion of the value and importance of canoeing in all its forms.
- To provide and supply information and advice to members by means of books, periodicals and other methods.
- To provide services as far as possible and appropriate for other organisations, clubs and persons interested in or associated with the sport and recreation of canoeing.



## VISION

Inspiring and enabling participation and performance in Paddlesports for all.

## VALUES

Excellence, Inclusivity, Inspiration, Integrity, Respect and Passion.

## MISSION

Canoeing Ireland, develops, promotes and governs recreational and competitive paddlesports in Ireland for everyone. This is achieved through a network of members and partners which enables and supports participation while providing pathways to performance.



Photo courtesy of: Mick Feeney

# MESSAGE FROM THE PRESIDENT



**On behalf of the Board of Canoeing Ireland, I welcome the publication of the Annual Report and Accounts for 2020. Impacted solely by the global pandemic, the year itself has been unfamiliar and challenging. While many obstacles were put in our way, the resilience of staff, dedication of our membership and continued support from Sport Ireland and stakeholders has resulted in 2020 being a year of strong progress with many of our ambitious targets having been achieved.**

We would like to especially thank all our members who have continued to provide an environment to support our community during this time of uncertainty despite many club activities and discipline competitions being cancelled both at

***Canoeing Ireland continues on a positive growth trajectory encompassed by strong governance and robust financial management.***

home and abroad. We are proud of all our athletes who have participated, qualified and achieved on the home and world stage.

Canoeing Ireland has experienced a disrupted events calendar, nevertheless, 2020 has been a very constructive year with many strategic objectives being achieved and exceeded. The downtime dictated by Covid-19 has permitted more time to review and reflect on our organisation's purpose. We have used this time productively to engage with staff, committees and working groups to further understand their needs, document requirements and continue planning for our future. There were many on-line meetings and workshops held during lockdown that helped us all to stay virtually in contact.

The Board continually reviewed the operational plan to identify any variances with projected outputs, outcomes and overall organisational effectiveness for impact. Risk profiling was undertaken and procedural steps taken where deemed necessary. An updated financial overview was presented at each Board meeting in relation to operating costs, budget, cash-flow, investments and other monetary commitments. Income and expenditure was reviewed to forecast any future financial variances and impact as a result of Covid-19 or any other external environmental or economic shock to protect and future-proof the organisation. No financial or legal concerns arose in the fiscal period.

During 2020, a strong focus has been placed on improving communications with our membership and stakeholders in a timely, transparent and professional way. The quality and frequency of reports, social media post, website and publications such as Flowstate have been a testament to everyone who contributed to them.

Board members undertook training in diversity and inclusion as part of Canoeing Ireland's commitment to strengthening and further embed a culture of Equality, Diversity and Inclusion (EDI). The Board will support the attainment of the Cara Charter Award and other initiatives including the

improvement of the Canoeing Ireland website to make it more accessible and interactive.

In August, Canoeing Ireland held its 59th Annual General meeting by video conference. The meeting was well attended with strong club representation from across the country. Luke Logan was re-elected as Honorary Secretary, Lynda Byron was re-elected to Executive Member and Déaglán O'Drisceoil was elected as Olympic Discipline Representative by majority vote of the meeting. Members approved the motion to amend Rule 21 which defines the role of the Olympic Discipline Representative to reflect the current professional structure of Canoeing Ireland. At the Board meeting on the 24th August 2020, Brendan Quinn and Eoin Brereton were reappointed to the Board as Independent Directors.

A principal undertaking for us this year has been Canoeing Ireland's new Strategic Plan 2021-2023. The Board would like to thank all our members and stakeholders who contributed to the development of the new plan. Having commenced our consultation process at the start of 2020, a framework identifying 4 strategic priorities and 12 goals with associated and measured actions were established. These four priorities of Sustainable Development, Strengthening Leadership, Enhancing Experience, and Athlete Progression will define the direction and ambition for Canoeing Ireland during the life of the plan. Though there may be many unknown challenges in achieving the specified targets, the plan provides an exciting and robust opportunity to progress a balanced organisation on a year-by-year basis. The Board also welcomed the publication of the 2020 Awards Scheme Review, findings and recommendations. We would like to thank everyone who contributed to the report and in particular, those who were involved in its preparation, evaluation and analysis. The report is the product of an extensive consultation process and will form the basis for future development of the Awards Scheme. This work will be aligned with the strategic goals outlined in the Canoeing Ireland Strategic Plan 2021-2023. Specific focus will be given to supporting the advancement of club volunteer instructors through additional resourcing. To optimise the work associated with this review, activities will be benchmarked against best practice as various actions are completed. Further reviews will be carried out biennially.

The Board has continued to prioritise implementing practices to promote better governance and in particular attaining Canoeing Ireland's compliance status with the Governance Code. The review and updating of individual policies, establishment of an Audit and Risk committee and implementation of a Risk Appetite statement have enhanced governance controls.

Canoeing Ireland was delighted to be announced the winner of the 2020 Carmichael Good Governance Award for Best

Governance Improvement Initiative. The awards were developed by Carmichael who are a leading specialist training and support body for non-profits in Ireland with the support of their partner organisations, sponsors and leading national bodies in the non-profit sector.

Winning the award is particularly important to us as an organisation as it recognizes, validates and consolidates the pathway of change, which we as a National Governing Body have taken over the last number of years. It is a significant milestone for Canoeing Ireland which acknowledges and confirms that the collective responsibilities which have been implemented for driving positive change through a series of measures designed to increase accountability and transparency are effective. Improving our governance structures, policies and practices have been a core enabler to facilitate this transformation process.

The Board continues to innovate with new initiatives to support and facilitate club formation and growth. With the increasing popularity of staycations and the rising numbers of people enjoying the country's many waterways and seas, Canoeing Ireland recognizes the need to support and enable clubs to expand their membership in a safe and responsible way. The introduction of a standardised membership year, improved club portal, club leader award and club development programme targeted at identifying common challenges and opportunities that clubs face in devising sustainable development plans will all be implemented in 2021.

Throughout 2020, your Board has acted in a cohesive, focused and devoted manner to deliver on the many objectives and goals on behalf of Canoeing Ireland. I wish to acknowledge and thank each of the Directors for their valued contribution.

I would like to thank all our paddling community who continue to adhere to published health advice and guidelines. Canoeing Ireland continues to work with Sport Ireland to ensure a rapid and safe return to activities. The behaviour of our sport has been exemplary in how we are managing our way through this pandemic. I would like to particularly acknowledge the dedication and commitment of our staff led by Moira Aston for their high degree of professionalism and ability to adapt to these extraordinary challenges.

It has been a pleasure to have been part of Canoeing Ireland during this time.

*Brian Ogilvie*  
**BRIAN OGILVIE**  
 PRESIDENT

# MESSAGE FROM THE CEO



As we continue to deal with the fallout from COVID-19 the world of sport holds a strong position as a vital component in the health and wellbeing of the nation. We are proud to play our part in supporting the development of our sport as a welcoming, inclusive and lifelong activity for all.

During 2020 we demonstrated our capacity to make informed decisions on whether to pivot or prevail and to move

*2020 will be remembered as the year when everything changed.*

with agility through the various stages of lockdown and reopening. I would like to thank the paddling community for the many acts of selflessness and generosity and for offering assistance with expert knowledge throughout the year.

2020 was also the final year of the Canoeing Ireland Strategic Plan 2017 – 2020. While we were somewhat limited in achieving all of our operational goals, we finished the year in a strong position to support the roll out of our new strategy 2021 – 2023. Thank you to all of our stakeholders for your contributions to our extensive strategic planning process during 2020. The new plan presents challenging goals which I am certain we can achieve through collaboration and partnership.

*Maura Aston*  
**MORIA ASTON**  
 CEO



# COMPANY HIGHLIGHTS

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14 Online Workshops  
 May - December 2020



4 Safety Workshops



Connected with 600 Members Virtually



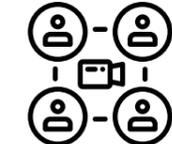
2 National Children's Officers Appointed



Liam Jegou First Irish Athlete named for Team Ireland, Tokyo 2020



Partnered with Irish Lifeboats and Water Safety Ireland on a Summer Safety Campaign



1st Zoom AGM



European Championships Slalom Team Silver medal (Robert Hendrick, Liam Jegou, Jake Cochrane)



Be Active Paddle Day in 30 locations



Awards Scheme Review published



Slalom World Cup Gold, Liam Jegou



Winner of Good Governance Award



1st Year Anniversary for Bridge the Gap

# STRUCTURE, GOVERNANCE & MANAGEMENT



## BOARD COMPOSITION & MEETING ATTENDANCE

The board met 11 times in 2020



### BRIAN OGILVIE PRESIDENT

Elected 2019 AGM  
2020 Meetings Atten. 11



### LUKE LOGAN HONORARY SECRETARY

Appointed 2019  
2020 Meetings Atten. 7



### AISLING CONLAN HONORARY TREASURER

Elected 2018 AGM  
2020 Meetings Atten. 9



### LEIGH BLACKMORE EXECUTIVE MEMBER

Appointed Nov 2017  
2020 Meetings Atten. 6



### LYNDA BYRON EXECUTIVE MEMBER

Elected 2019 AGM  
2020 Meetings Atten. 11



### JOHN MURRAY DUBLIN REPRESENTATIVE

Co-opted Aug 2019  
2020 Meetings Atten. 9



### DEAGLÁN O'DRISCEOIL OLYMPIC DISCIPLINE REP

Elected 2020 AGM  
2020 Meetings Atten. 3



### BRENDAN QUINN INDEPENDENT DIRECTOR

Co-opted Jun 2019  
2020 Meetings Atten. 8



### EOIN BRERETON INDEPENDENT DIRECTOR

Co-opted Dec 2019  
2020 Meetings Atten. 8

## VACANT POSITIONS

■ NON-OLYMPIC DISCIPLINE REP

■ TRAINING AND DEVELOPMENT REP

■ CONNACHT/ULSTER REP

■ MUNSTER REP

## STAFF

■ **MOIRA ASTON**  
CEO

■ **SHEENA CARROLL**  
OPERATIONAL SUPPORT

■ **EMER CARTON**  
DIVERSITY & INCLUSION LEAD

■ **GRAHAM CONNOR**  
TRAINING CENTRE & DEVELOPMENT

■ **SAM CURTIS**  
COMMUNICATIONS EXECUTIVE

■ **AIDAN DORAN**  
TRAINING & DEVELOPMENT OFFICER

■ **JON MACKEY**  
PERFORMANCE DIRECTOR

■ **CIARAN MAGUIRE**  
EVENTS & DEVELOPMENT MANAGER

■ **CONOR RYAN**  
TRAINING CENTRE MANAGER

The affairs of Canoeing Ireland are managed by a twelve-member elected Management Board. Independent Directors may be appointed by the Board from time to time to bring specific expertise to the Board for the strategic development of the sport.

The CEO is responsible for day-to-day operations of Canoeing Ireland and management of the staff team. The CEO reports directly to the President. There are 9 members of staff who work closely with a large volunteer workforce.

The Board has overriding authority in all matters. However, it has authority to delegate responsibility to eight elected Committees which operate under terms of reference approved by the Board. The committees are elected at the discipline specific annual meeting. Seven of the Discipline Committees are tasked with managing specific competition disciplines (Sprint, Slalom, Marathon, Freestyle, Wildwater, Polo and Paddlesurf). The Training & Development Unit is the eighth committee and is responsible for the promotion of recreational canoeing in all its forms and oversight of Canoeing Ireland's training course framework and content.

The structure of Canoeing Ireland optimises the management of a diverse sport and offers opportunities for stakeholder views to be communicated from grassroots to board level.

## COMMITTEES

## FREESTYLE COMMITTEE

PAUL PURCELL (CHAIR)

ROBERT KIERANS

RORY O'REILLY

BILLY BRETT

DAVID McCLURE

NIAMH CLEARY

AOIFE HANRAHAN

THEO BAKER

JAMES O'CONNOR

CATHAL KELLY

BARRY LOUGHNANE

ROBBIE O'SHEA

## TRAINING &amp; DEVELOPMENT UNIT

JON HYNES (CHAIR)

AMY WALSH

CRAIG KEYWORTH

DARRYL AUDIOIRE

LORCAN MCDONNELL

TERRANCE GLANCY

ROSIE O'SULLIVAN

## MARATHON COMMITTEE

COLIN CAFFREY (CHAIR)

DEAGLÁN O DRISCEOIL

SINÉAD FOLEY

MARK DONNELLAN

CATHAL TREACY

LUKE LOGAN

AUSTIN MCCARTNEY

## SLALOM COMMITTEE

KRIS KOHLS (CHAIR)

SONJA FARRELL

RAQUEL ALONSO

CIARÁN FARRELL

COLM RYAN

SAMUEL CURTIS

AISLING CONLAN

IAN COCHRANE

## WILDWATER COMMITTEE

JOHN RINGWOOD (CHAIR)

TOM CLAFFEY

KEITH MCGUIRK

CLEO PITCHER FARRELL

BRIAN NOLAN

## SPRINT COMMITTEE

ANDY BRAY (CHAIR)

JOE O'KEEFFE

WILLIAM IRWIN

TOM EGAN

GARY WATKINS

NEIL FLEMING

DEAGLÁN O DRISCEOIL

## POLO COMMITTEE

DAMIEN BYRNE (CHAIR)

MICHELLE POWER

ABBIE LANGHAVE

PATRICIA MCCORMACK

SHAUNA GURHY

IVAN MACDONALD

SEAN LEDWITH

## PADDLESURF COMMITTEE

JORDAN COLLINS (CHAIR)

JERRY O'DRISCOLL

MARTY MCCANN

ANTHONY COYNE

ROWAN JOHNSON

MEGAN GAMBLE

DONIE MCLOUGHLIN

DARRAGH WALSH



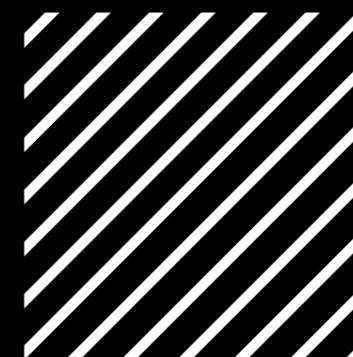
## 2020 PERFORMANCE REPORT

2020 was the final year of the Canoeing Ireland Strategic Plan 2017 – 2020. While we were somewhat limited in achieving all of our operational goals, we finished the year in a strong position to support the roll out of our new strategy 2021 – 2023.



Photo courtesy of: Mick Feeney

ANNUAL REPORT 2020/21



Our strategic priority areas for the four-year plan (2017-2020) were:

1. Participation & Inclusion
2. Discipline Services
3. Education & Training
4. Facilities
5. Competition & Performance
6. Governance, Leadership, Management & Communications
7. Financial sustainability

# PARTICIPATION & INCLUSION

Increase participation and retention in canoeing through an expansion in the network of canoe clubs across the country and by improving diversity of participation, particularly of women, juniors and people with disabilities.



## NOTEABLE ACHIEVEMENTS

The actions associated with this goal involved the identification of suitable locations for new club development. A 2019 survey of membership statistics show an unequal regional spread, highlighting the need for Canoeing Ireland to significantly expand our reach beyond Leinster.

In September 2019 Canoeing Ireland and the Educational and Training Board Ireland (ETBI) signed a Memorandum of Understanding with the aim of working together to enhance sporting and educational opportunities available to members, students and the general public. The ETBI operate 12 Outdoor Education and Training Centres (OETCs) across the country and an Outdoor Education Support Service in Dublin. Working closely with the OETCs a system of nationwide support for clubs was developed, which includes equipment sharing, member upskilling and a variety of other synergistic activities. This continues to be an important strategic partnership for Canoeing Ireland in achieving our goal of expanding our club network.

In the latter half of 2020 a Club Development Pilot Project was launched. Twelve clubs in various stages of development were invited to participate in a series of workshops and meetings focused on addressing the barriers to growth and development. This

continues to be a very positive initiative, with rich learnings for Canoeing Ireland regarding the supports needed at club level. It also presented an opportunity for clubs to work together and assist each other. We will expand this initiative into the future.

A Dormant Accounts Fund grant of €40k was awarded to Canoeing Ireland for the development of the Good2Go Paddlesport Award. This award is focused on creating an enjoyable paddlesport experience for participants which is adaptable, and learner centred. Our previous learning experiences were quite focused and linear. This programme will be a welcome addition to our excellent Awards Scheme and will be widely used in a variety of settings when we return to normal activity levels.

The appointment of our Diversity and Inclusion Manager in 2019 underlined our commitment to address the gender imbalance in our membership statistics (33% female/77% male) and to design and support inclusive programmes for everyone in our diverse community, regardless of gender, age, race, culture, religion, sexual orientation or ability.

Our Bridge the Gap Programme, which is a Sport Ireland funded initiative designed to develop and promote female paddlers

across Ireland, continues to expand and grow. Our 35 ambassadors for women's paddling – with representatives from each discipline, including coaches, instructors, athletes, committee members, clubs, providers, inclusion coaches, university students and scouts, have exceeded all expectations and consistently surprise and delight us with innovative and fun activities and initiatives. This programme has exceeded our expectations in terms of popularity, participation and visibility.

We have developed strong links with Cara, the Irish Refugee Council and Paralympics Ireland and Special Olympics Ireland. We are at the very early stages of engagement in this area and have applied for grant funding from the DAF and Sports Capital Fund for equipment and programme support. We await the results of these applications. While we have a mountain to climb in this area, we are heartened by the response of the paddling community to requests for support of our diversity and inclusion initiatives.

Although some new and existing paddlers choose to follow a competitive pathway, most participants paddle for pleasure. The development of the ever-expanding Blueway network creates opportunities for the casual paddler to participate in a safe and controlled environment. Canoeing Ireland works with Sport Ireland as a contributor to the Blueway Development Group.

Popular programmes such as Wellness on the Water focus on promoting positive mental health and wellbeing in the outdoors and offer unique paddling experiences with the added benefit of improved mental fitness.

## AREAS OF WEAKNESS

With the appointment of our Diversity and Inclusion lead, work began on developing relationships with service providers and NGBs operating in this area. Due to restrictions planning and execution of activity was truncated, however, this groundwork will position us well to develop this area once restrictions ease.

We also need to remain focused on gender balance and the recruitment of Juniors. Although 2020 has been challenging in terms of activity, we remain poised to return to business as usual with renewed energy as soon as possible.

We will expand our suite of owned events, in particular, Multi Paddlesport events, with opportunities for participation and competition. Pre COVID-19 we were in the initial planning phases for a Festival of Paddling event in 2020. It is important that we develop our portfolio of events aligned with our strategic goals.

# CASE STUDY

## BRIDGE THE GAP AMBASSADOR PROGRAMME

Hannah Craig completed the Ambassador Leadership & Mentoring training programme in early 2020 as a notable female canoe slalom athlete and Olympic finalist in London 2012. She completed the training course alongside 30 other women who are involved in various leadership roles in the paddling community. Hannah's experience of joining this training group is representative of many females in paddlesports and is valuable to share as it shows how supporting one female can have a ripple effect of positive influence on so many!

Hannah shares her experience:

*Bridge the Gap; one of those rare moments in my life where opportunity and timing met to embrace.*

*How would an enticing email from Canoeing Ireland and a 3-hour drive one cold wet December night become a life springboard moment? 30 women from all corners of the island were about to be brought together for the first time. What united them: their passion for paddlesports and their gender. What differentiated them: experiences, age, disciplines paddled, roles played... International athletes, expedition paddlers, board members, education centre instructors, club presidents, event organisers, self-starter outdoor providers, club coaches, club volunteers, professionals, CI's first female CEO Moira Aston and Emer Carton, CI's Diversity and Inclusion Manager and Women in Sport Lead. On offer: the opportunity to take part in a world class leadership programme. The outcome: a forever after network of equipped and empowered female leaders that will drive, inspire, support paddlers present and future to embrace whatever direction they choose in our incredibly richly diverse sport.*

*The journey to becoming Ireland's first female Olympic finalist in canoeing resembled more raging alpine whitewater than an unrippled lough on a summer evening. Never mind the endless list of challenges that came with returning to high performance sport with 2 young children in tow and an Olympic qualification in sight. I remember entering that room in Dublin feeling alone in my paddling passion, ignorantly unaware of the existence of so many incredible female paddlesports enthusiasts.*

*Over the course of the training weekends, there were challenges, tears of both sorrow and laughter, learning, self-reflection. What hit me the hardest during the leadership programme is I had never shared... All these years of experiences in paddlesports as an athlete, a coach, an instructor, a participant and I had shared extraordinarily little. Why is the real question? Sadly, I did not feel valued within my sport nor did I understand the true value of sharing experience. Being the only female, or one of a few, in all-male environments had been my norm. I trained and competed in a world that was designed for men by men and ran by men. Male performances are/were (we're in transition) given more value and soundbites than female performances. No one's fault, but my reality. Being products of our environments, I had indirectly learnt to not value my performances and achievements and not share. So many important conversations I had never had, as I had never experienced an all-female environment in sport.*

*The process started with isolated pieces of a jigsaw gravitating Irish waters, never assembled. Once connected, they became this unique, unforgettable, human experience; an unstoppable resource that will without doubt bridge that gender gap in paddlesports.*





With a new confidence through completing the Ambassador Programme, Hannah continued on to apply for and become Canoeing Ireland's Slalom Development Coach where she has been involved in creating programmes, initiatives and developing coaching awards. While doing this she began a mentoring relationship with three young female paddlers Roisin, Cleo & Anais. Not only did she work with them on the water, but also as project leaders and role models to others. Cleo & Anais were guided through the process of becoming leaders for an initiative called 'Teen Connect' which saw 4 Webinars with guest speakers including Roisin who helped to connect the junior girls across all disciplines. Over 50 juniors engaged with this each evening. An on-the-water day was organised nation-wide where 100 girls attended sessions coached by ambassadors and girls. All three mentees are now on Irish teams – Cleo & Roisin are on the Irish Slalom Team and Anais is on the Irish Freestyle Team.

*Hannah gave me the tools and confidence to grow as an athlete and a leader, she always believed in and encouraged me in everything I did and gave me many of the necessary tools to make it happen. Without Hannah I wouldn't have been able to run our initiative which got 100 women on the water."*

**– Anais O'Donovan,  
West Cork Kayak Club**

*Hannah has been an inspiration for both myself and for many in the paddling community, I met her first as a young teenager, without her as a role model I would not have achieved as much within my own personal paddling and through Teen Connect. She gave me the opportunity this year to follow my dream and she was always there to turn to on and off the water for advice in all aspects from on the water skills to mental strategies to overcome obstacles."*

**– Cleo Pitcher Farrell, Dollymount Sea Scouts**

*Hannah has always been a powerful and determined female athlete that I've looked up to from a very young age. When Hannah is on the water she is always beaming. I always found it so easy to learn and overcome fears on the water with Hannah as she created such a pressure free environment. She made everyone feel equally worthy of being on the water".*

**– Roisin Hannon, Moy Canoe Club**

It is no doubt that they are now role models to the rest of the paddling community, and they are already supporting future female paddlers in their own clubs. Hannah has influenced many other successes in 2020 and 2021 including seeing four females representing Ireland in Canoe Slalom for the first time ever in the World Cup!

Supporting and promoting women in the Irish paddling community has proven to have lasting effects. This story is one of many similar success stories which come from the ambassadors who have come through the ambassador programme who have positively influences females of all ages and all abilities throughout Ireland.

## DISCIPLINE SERVICES



Improve and promote Canoeing Ireland's membership structure, services and benefits and provide training, support and recognition for volunteer club and discipline officers.

### NOTEABLE ACHIEVEMENTS

By necessity 2020 was the year of online and digital engagement and our members embraced the opportunities provided to upskill, learn about the sport and connect with each other through the medium of Zoom. During the year we hosted information workshops on safety, governance, grant applications, Covid compliance and developments in skills and instructor awards among others. On the social end of the spectrum our Annual Awards Gala, Teen Connect and Coach Connect programmes proved very popular. In total, we hosted 28 events online with an audience engagement of almost 600. We will continue with a hybrid model of in person and online events into the future.

Staying on the digital theme, our Communications Executive, Sam Curtis, started improvement work on our website. This work is ongoing as Sam continues to align our cross-platform brand and communications which has given our various digital outlets a badly needed facelift.

Continuing our theme of supporting clubs, we provided easy to follow COVID-19 guides throughout 2020 as the various stages of lockdown and reopening progressed. Again, I would like to thank the paddling community for taking care of themselves and each other during the year. We did not have a single case of COVID-19 linked to our events or activities during 2020.

### AREAS OF WEAKNESS

Paddling is not an easily accessible sport, water confidence, swimming ability and equipment requirements can create barriers for new paddlers. There is no quick fix for these issues, however we will continue to support increased capacity and capabilities within clubs.

Inter club communication and communication between clubs and Canoeing Ireland improved during 2020. Creating connections and opportunities to share information and support each other continues to be a focus area. There is more work to be done in relation to insurance cover for clubs and we are continuing to work with our insurance provider on this area.

We lost some ground during spring/summer of 2020 in the provision of discounted Awards Scheme training for club members. Some of the planned work in this area will be deferred to 2021.

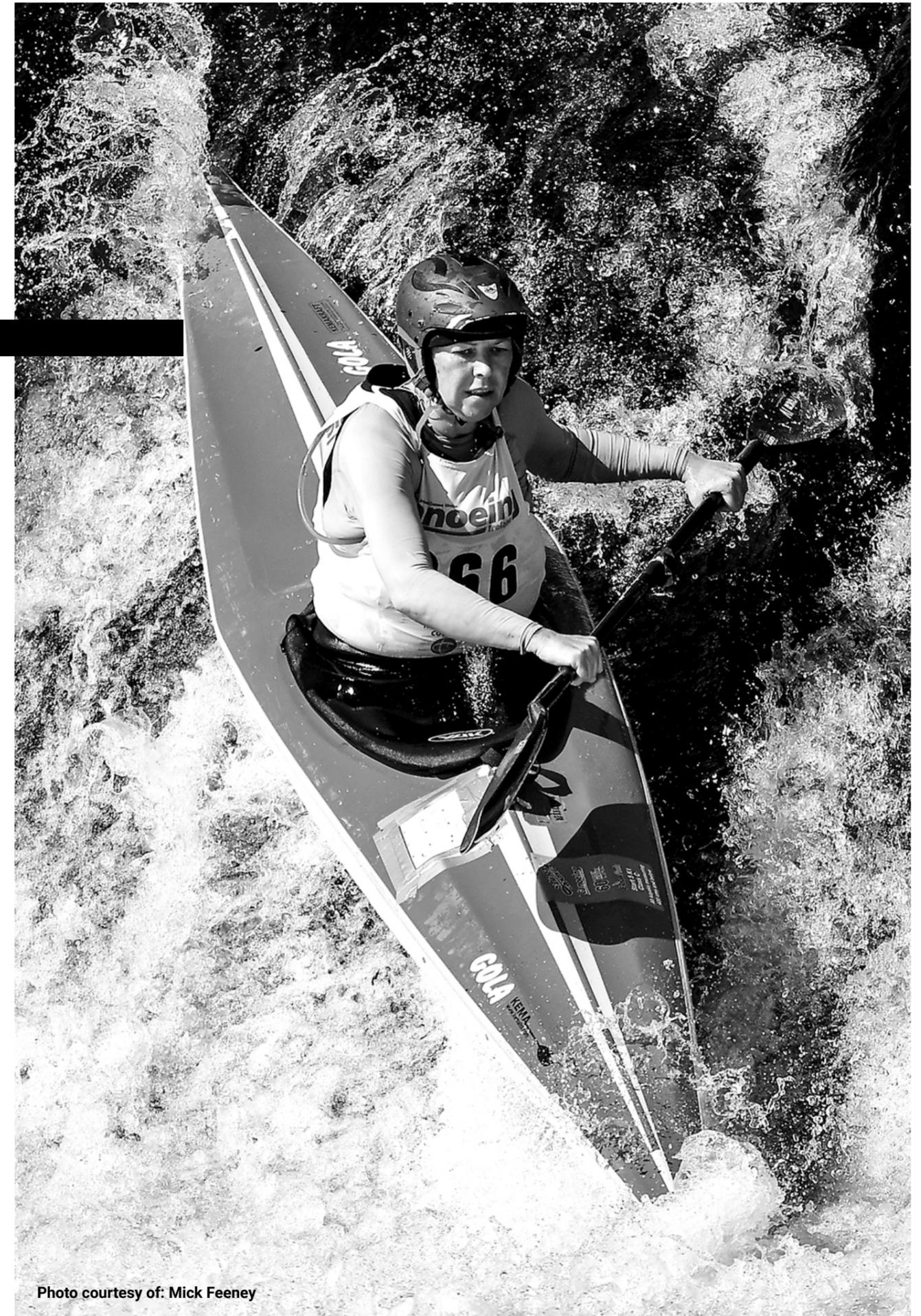


Photo courtesy of: Mick Feeney

# EDUCATION & TRAINING



Enhance and expand the scope and reach of our awards and qualification scheme and expand the number and quality of programmes delivered across all disciplines of canoeing.

## NOTEABLE ACHIEVEMENTS

In conjunction with the Training & Development Unit, a comprehensive review of the Awards Scheme, our framework for training and certification, has been completed and the results and associated recommendations and actions have been initiated. The feedback from members during the consultation phase was positive in relation to content and delivery.

The Junior Specific Awards Pilot Scheme, which was due to commence in Spring 2020 was deferred due to restrictions.

The Coach Award is performance based and some elements are discipline specific. Although excellent coaching is a constant across all disciplines, the formalisation of this activity into a Coach Award is a necessary progression for Canoeing Ireland. Polo have made good progress in developing this award and are working with the Performance Director on the integration of this work into the Awards Framework. The generic elements of the award will form the basis for cross collaboration between disciplines. When fully developed the award will be presented to Sport Ireland for ratification.

Participant feedback on courses continues to be very positive. There is an open-door policy in place for any participant who wishes to provide comments, either positive or negative. We have received only one complaint during 2019/2020 and this was dealt with to the satisfaction of the complainant.

We await the reopening of the Sports Capital Grants scheme to submit a prepared application for upgrading the training centre so that it is a fully inclusive facility. If the application is successful the training centre will focus on providing training for disability, disadvantaged and marginalised groups.

## AREAS OF WEAKNESS

In general, the Education and Training goals have progressed very well during the current strategic plan. We will continue to work towards increasing capabilities for club instructors and coaches through a discounted training scheme, assimilation and regional provision of awards.

# FACILITIES

Promote the sustainable development of Ireland's waterways, improve access and environmental awareness and work with strategic partners to develop existing and new participation, competition and training venues up to international standard in each discipline

## NOTEABLE ACHIEVEMENTS

Canoeing Ireland works with Sport Ireland as a contributor to the Blueway Development Group. The continued expansion of the Blueway network offers an excellent, scenic and safe facility for beginners and experienced paddle sport enthusiast.

We are working with Dublin City Council in support of the George's Dock Whitewater Course and Leitrim County Council in relation to facilities both on the lake and in nearby Mohill which will provide ancillary facilities. The final mortgage payment for the Training Centre at Strawberry Beds was made in Feb 2020. Future developments and usage of this facility are under review.

A full time Training and Development Officer (Aidan Doran) was appointed in March 2019 and a full time Events and Development Manager (Ciarán Maguire) was employed in March 2020. The staffing of these vacant positions was imperative for the continued development work required to fully realise our goals.

## AREAS OF WEAKNESS

The future development of the Training Centre needs careful consideration if it is to achieve its potential. Although the centre is being maintained in good condition, investment is required to upgrade and modernise the facility so that its operational scope can be expanded.

The development of an international facility for whitewater activities is still some distance away. The cost implications of this for our athletes and the lost opportunity to showcase our sport will ensure that we remain focused on achieving this goal.

# COMPETITION & PERFORMANCE

Improve the quality and increase the number of domestic competitive events, establish structured Talent Pathways and improve the preparation, management and performance of international teams in each canoeing discipline.



## COMPETITION: NOTEABLE ACHIEVEMENTS

The 2020 iteration of our showcase international event, Liffey Descent, was sadly cancelled due to COVID-19. The momentum created through investment in this event in the three years prior to 2020 was temporarily halted, but we are hopeful that the 2021 Liffey Descent will be the first step towards a vibrant and exciting events calendar for the 2022 season.

The Annual Awards Gala is a welcome addition to the annual calendar. The opportunity for members to come together and celebrate excellence in performance across all disciplines and to recognise the outstanding contribution of volunteers in a social and fun setting is vital for engagement with the community and a great showcase for the sport. The 2020 event was successfully hosted online and again, we hope to return to an in-person event for the 2021 version.

## COMPETITION: AREAS OF WEAKNESS

There has been no real focus on competition over the course of the current strategic plan, this created stagnation in an area of immense strategic importance in any sport. A review of our current offering and increased liaison with discipline committees in relation to planning, scheduling, branding

and the provision of a centralised results area will be prioritised. The appointment of an Events and Development Manager in March 2020 has already seen positive results in this area.



## PERFORMANCE: NOTEABLE ACHIEVEMENTS

The appointment of Jon Mackey to the role of Performance Director in October 2018 heralded the start of an intense programme of work in the performance area focused. The publication of the High-Performance Strategic Plan "Paris & Beyond" and continued work on the Junior Pathway for young athletes coming through the sport has been very positive. Developing trusting and collaborative relationships with the two Olympic Discipline committees of Slalom and Sprint has enhanced the ongoing work in this area.

The development of a Coaching Team approach has been initiated with Slalom coaches. This approach will be further developed across all disciplines and will be underpinned by our Coach Awards. A suite of resources has been developed to assist both athletes and selectors with the selection process and the appeals procedure.

## PERFORMANCE: AREAS OF WEAKNESS

Division of responsibilities, areas of collaboration and acknowledgement of the role and responsibilities of the Performance Director remain in transition as we move towards the professionalisation of Canoeing. As is normal during a time of intense change, there has been considerable energy invested in building support for the new normal. We are on the right path but need to ensure that all stakeholders understand and share our mission, vision and goals. The stop/start nature of this process can be an area of frustration for all involved and tends to slow down progress, but it is an area worthy of investment of time and resources.

# GOVERNANCE, LEADERSHIP, MANAGEMENT & COMMUNICATIONS



Develop a strong and vibrant organisation which members are proud to join and support through transparent, accountable and policy-driven leadership, management and communications

## NOTEABLE ACHIEVEMENTS

The Board of Canoeing Ireland achieved compliance with the Code of Governance for Sports Bodies on 30th November 2020. We are very proud of the excellent work carried out such an important area for the health of any organisation. There has also been excellent progress in the areas of staffing, communications, governance training and policy review.

The board has led the organisation in the notoriously difficult process of cultural change. The appointment of Independent Directors, recruiting board members with expertise in specific areas and adhering to best practice in relation to board meetings and activities has set the tone for the organisation.

The board has been attentive to the areas of Performance, Conformance and Compliance and has managed and directed Canoeing Ireland's activities so that key strategic goals are achieved, working closely with the CEO and in adherence to all regulatory and legal requirements.

The Board and Discipline Committees attended Governance Training Workshops facilitated by Carmichael in July 2019 and January 2020. The workshop content was tailored for volunteer leaders in not-for-profit sporting organisations and was relevant and informative.

## AREAS OF WEAKNESS

Communication between stakeholders can be challenging as the organisational structure continues to be somewhat siloed. There is general goodwill in relation to changes to strategy, policy, procedure and structure. It is important to capitalise on this over the course of the new strategic plan.

# FINANCIAL SUSTAINABILITY

Strengthen our operational efficiency and financial base to improve the financial independence and sustainability of the organisation

## NOTEABLE ACHIEVEMENTS

Performance in this area has been particularly strong. Processes, policies and procedures are in place to underpin sound practices and there was a sharp increase in income 2019/2020. Despite the challenges faced in 2020 we will finish the year in a strong financial position.

Year	2019	2020
Surplus for the Financial Year	€8,389	€79,237

We are very grateful to Sport Ireland, The Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media and the Olympic Federation of Ireland for steadfastly supporting our growth and development from grass roots to high performance.

Monthly Management Accounts are presented to and discussed by the Board at each meeting and alignment with our strategic priorities is strong.

## AREAS OF WEAKNESS

Our reliance on grant funding for day-to-day operations needs to be curtailed as we grow our operations. Developing a self-sufficient business model will make the organisation stronger and reduce financial risks. We will be developing this area over the course of the new strategic plan.

## CONCLUSIONS

Although 2020 was a year of disruption, the organisation responded quickly to the challenges presented through COVID-19 and changed the point of focus from growth to support and sustainability. The Canoeing Ireland Team, Board, Staff, Committees, Volunteers and Members found new ways to connect, protect and play. The capacity to perform with strength in an uncertain world has never been more important. Our 2020 performance has established a strong platform for the launch of our new strategic plan 2021-2023.

# FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DEC 2020

<b>Directors</b>	Leigh Blackmore Brian Ogilvie Aisling Conlan Luke Logan Lynda Byron Brendan Quinn Eoin Brereton John Murray Deaglan O'Drisceoil (Appointed 13/Aug/2020)
<b>Company Secretary</b>	Luke Logan (Appointed 20/Feb/2020) Brian Ogilvie (Resigned 20/Feb/2020)
<b>Company Number</b>	118443
<b>Registered Office &amp; Business Address</b>	Irish Sports HQ, National Sports Campus, Blanchardstown, Dublin 15
<b>Auditors</b>	KSI Faulkner Orr, 10 Lower Mount Street, Dublin 2
<b>Bankers</b>	Ulster Bank, Dundrum, Dublin 14
<b>Solicitors</b>	Philip Lee Solicitors, 7/8 Wilton Terrace, Dublin 2



## DIRECTORS' REPORT

The directors present their report and the audited financial statements for the financial year ended 31 December 2020.

### PRINCIPAL ACTIVITY & REVIEW OF THE BUSINESS

The principal activity of the company is to develop and promote canoeing as a competitive sport and recreational activity.

The Company is limited by guarantee not having a share capital. There has been no significant change in these activities during the financial year ended 31 December 2020.

### FINANCIAL RESULTS

The surplus for the financial year after providing for depreciation amounted to €79,237 (2019 - €8,389).

At the end of the financial year, the company has assets of €506,704 (2019 - €264,549) and liabilities of €311,467 (2019 - €148,549). The net assets of the company have increased by €79,237.

### POST BALANCE SHEET EVENTS

The Coronavirus Crisis has had a substantial impact on the company's activities. The main impact is in relation to the holding of events and training courses. The directors have not been able to quantify the financial effects at this time. Management have completed a plan on how the company intends to mitigate against this, however it depends on the timeline for returning to normal activity levels.

### AUDITORS

The auditors, KSI Faulkner Orr have indicated their willingness to continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

### STATEMENT ON RELEVANT AUDIT INFORMATION

In accordance with section 330 of the Companies Act 2014, so far as each of the persons who are directors at the time this report is approved are aware, there is no relevant audit information of which the statutory auditors are unaware. The directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and they have established that the statutory auditors are aware of that information.

### ACCOUNTING RECORDS

To ensure that adequate accounting records are kept in accordance with sections 281 to 285 of the Companies Act 2014, the directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The accounting records are located at the company's office at Irish Sports HQ, National Sports Campus, Blanchardstown, Dublin 15.

Signed on behalf of the board

*Brian Ogilvie*  
BRIAN OGILVIE  
DIRECTOR

*Luke Logan*  
LUKE LOGAN  
DIRECTOR

DATE: 18 MAY 2021

# DIRECTORS' RESPONSIBILITY

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable Irish law and regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the surplus or deficit of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the company financial statements and then apply them consistently.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and surplus or deficit of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014 and enable the financial statements to be readily and properly audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the directors are aware:

- there is no relevant audit information (information needed by the company's auditor in connection with preparing the auditor's report) of which the company's auditor is unaware, and
- the directors have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Signed on behalf of the board

*Brian Ogilvie*  
BRIAN OGILVIE  
DIRECTOR

*Luke Logan*  
LUKE LOGAN  
DIRECTOR

DATE: 18 MAY 2021

# INDEPENDENT AUDITOR'S REPORT

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### OPINION

We have audited the financial statements of Irish Canoe Union T/A Canoeing Ireland CLG ('the company') for the financial year ended 31 December 2020 which comprise the Income and Expenditure Account, the Balance Sheet, the Reconciliation of Members' Funds, the Cash Flow Statement and the related notes to the financial statements, including a summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as of 31 December 2020 and of its surplus for the financial year then ended.
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

### BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the Provisions Available for Audits of Small Entities, in the circumstances set out in note 4 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which ISAs (Ireland) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate;
- or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

**OTHER INFORMATION**

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2014**

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements;
- and*
- in our opinion, the Directors' Report has been prepared in accordance with the Companies Act 2014.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit. In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited. The financial statements are in agreement with the accounting records.

**MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION**

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the Directors' Report. The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

**RESPECTIVE RESPONSIBILITIES****RESPONSIBILITIES OF DIRECTORS FOR THE FINANCIAL STATEMENTS**

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operation, or has no realistic alternative but to do so.

**AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is contained in the appendix to this report, located at page 9, which is to be read as an integral part of our report.

**THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES**

Our report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

*Emma Delaney*

**EMMA DELANEY**  
for and on behalf of  
**KSI FAULKNER ORR**

10 Lower Mount Street,  
Dublin 2, Ireland

## INCOME & EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DEC 2020

	NOTES	2020	2019
INCOME	6	€823,421	€762,993
EXPENDITURE		(€744,004)	(€754,519)
<b>SURPLUS BEFORE INTEREST</b>		<b>€79,237</b>	<b>€8,474</b>
INTEREST PAYABLE & SIMILAR EXPENSES	8		(€85)
<b>SURPLUS FOR FINANCIAL YEAR</b>		<b>€79,237</b>	<b>€8,389</b>
<b>TOTAL COMPREHENSIVE INCOME:</b>		<b>€79,237</b>	<b>€8,389</b>

## BALANCE SHEET

AS AT 31 DEC 2020

	NOTES	2020	2019
<b>FIXED ASSETS:</b>			
TANGIBLE ASSETS	11	€187,192	€191,128
<b>CURRENT ASSETS:</b>			
DEBTORS	12	€21,808	€26,692
CASH & CASH EQUIVALENTS		€297,704	€46,731
		<b>€319,512</b>	<b>€73,423</b>
<b>CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	13	(€311,467)	(€148,549)
<b>NET CURRENT ASSETS/LIABILITIES:</b>		<b>€8,045</b>	<b>(€75,126)</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES:</b>		<b>€195,237</b>	<b>€116,000</b>
<b>RESERVES:</b>			
INCOME & EXPENDITURE ACCOUNT		€195,237	€116,000
<b>EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY</b>		<b>€195,237</b>	<b>€116,000</b>

The financial statements have been prepared in accordance with the small companies' regime.

Approved by the board on 18 MAY 2021 and signed on its behalf by:

*Brian Ogilvie* BRIAN OGILVIE DIRECTOR      *Luke Logan* LUKE LOGAN DIRECTOR

## CASH FLOW STATEMENT

FOR THE FINANCIAL YEAR ENDED 31 DEC 2020

	NOTES	2020	2019
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
SURPLUS FOR THE FINANCIAL YEAR		€79,237	€8,389
<b>ADJUSTMENTS FOR:</b>			
INTEREST PAYABLE & SIMILAR EXPENSES			€85
DEPRECIATION		€29,699	€26,760
		<b>€108,936</b>	<b>€35,234</b>
<b>MOVEMENTS IN WORKING CAPITAL:</b>			
MOVEMENT IN DEBTORS		€4,884	€6,804
MOVEMENT IN CREDITORS		€163,194	€14,926
CASH GENERATED FROM OPERATIONS		€277,014	€56,964
INTEREST PAID			(€85)
<b>NET CASH GENERATED FROM OPERATING ACTIVITIES</b>		<b>€277,014</b>	<b>€56,879</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
PAYMENTS TO ACQUIRE TANGIBLE FIXED ASSETS		(€25,765)	(€29,506)
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>			
NEW SHORT-TERM LOAN			(€630)
<b>NET INCREASE IN CASH &amp; CASH EQUIVALENTS</b>		<b>€251,249</b>	<b>€26,743</b>
<b>CASH &amp; CASH EQUIVALENTS AT BEGINNING OF FINANCIAL YEAR</b>		€46,455	€19,712
<b>CASH &amp; CASH EQUIVALENTS AT END OF FINANCIAL YEAR</b>	18	<b>€297,704</b>	<b>€46,455</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2020



## 1. GENERAL INFORMATION

Irish Canoe Union T/A Canoeing Ireland CLG is a company limited by guarantee incorporated in the Republic of Ireland. The registered office of the company is Irish Sports HQ, National Sports Campus, Blanchardstown, Dublin 15 which is also the principal place of business of the company. The nature of the company's operations and its principal activities are set out in the Directors' Report. The financial statements have been presented in Euro (€) which is also the functional currency of the company.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the company's financial statements.

### STATEMENT OF COMPLIANCE

The financial statements of the company for the year ended 31 December 2020 have been prepared on the going concern basis and in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102).

### BASIS OF PREPARATION

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention except for certain properties and financial instruments that are measured at revalued amounts or fair values, as explained in the accounting policies below. Historical cost is generally based on the fair value of the consideration given in exchange for assets. The financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council.

The company qualifies as a small company as defined by section 280A of the Companies Act 2014 in respect of the financial year and has applied the rules of the 'Small Companies Regime' in accordance with section 280C of the Companies Act 2014.

### INCOME

Income comprises the invoice value of services rendered by the company, exclusive of trade discounts and value added tax.

Income from the rendering of services is measured by reference to the stage of completion of the service transaction at the end of the reporting period provided that the outcome can be reliably estimated. When the outcome cannot be reliably estimated, income is recognised only to the extent that expenses recognised are recoverable.

### GOVERNMENT GRANTS

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the company will comply with the conditions attaching to them and the grants will be received.

Government grants are recognised using the accrual model and the performance model. Under the accrual model, government grants relating to revenue are recognised on a systematic basis over the periods in which the company recognises the related costs for which the grant is intended to compensate. Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in income in the period in which it becomes receivable.

Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset. Where part of the grant relating to an asset is deferred, it is recognised as deferred income and not deducted from the carrying amount of the asset.

Under the performance model, where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

### TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets are stated at cost or at valuation, less accumulated depreciation. The charge to depreciation is calculated to write off the original cost or valuation of tangible fixed assets, less their estimated residual value, over their expected useful lives as follows:

LAND AND BUILDINGS FREEHOLD	1.86%	STRAIGHT LINE
CANOE EQUIPMENT	33.33%	STRAIGHT LINE
OFFICE EQUIPMENT	25%	STRAIGHT LINE
MOTOR VEHICLES	20%	STRAIGHT LINE
SLUICE	10%	STRAIGHT LINE

The carrying values of tangible fixed assets are reviewed annually for impairment in periods if events or changes in circumstances indicate the carrying value may not be recoverable.

### TRADE AND OTHER DEBTORS

Trade and other debtors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method less impairment losses for bad and doubtful debts except where the effect of discounting would be immaterial. In such cases the receivables are stated at cost less impairment losses for bad and doubtful debts.

### TRADE AND OTHER CREDITORS

Trade and other creditors are initially recognised at fair value and thereafter stated at amortised cost using the effective interest rate method unless the effect of discounting would be immaterial in which case they are stated at cost.

### EMPLOYEE BENEFITS

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund.

### TAXATION

Irish Canoe Union T/A Canoeing Ireland CLG has been granted tax exemption status from the Revenue Commissioners. Tax exemption is granted under Section 235 of the Taxes Consolidation Act, 1997. Irish Canoe Union T/A Canoeing Ireland CLG is fully tax compliant.

### FOREIGN CURRENCIES

Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the Balance Sheet date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated at the rates of exchange ruling at the date of the transaction. Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. The resulting exchange differences are dealt with in the Income and Expenditure Account.

## 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income, and expenses. Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

### Establishing lives for depreciation purposes of property, plant, and equipment

Long-lived assets, consisting primarily of property, plant and equipment, comprise a significant portion of the total assets. The annual depreciation charge depends primarily on the estimated lives of each type of asset and estimates of residual values. The directors regularly review these asset lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset lives can have a significant impact on depreciation and amortisation charges for the period. Detail of the useful lives is included in the accounting policies.

## 4. PROVISIONS AVAILABLE FOR THE AUDIT OF SMALL ENTITIES

In common with many other businesses of our size and nature, we use our auditors to assist with the preparation of the financial statements.

## 5. OPERATING SURPLUS

	2020	2019
<b>OPERATING SURPLUS IS STATED AFTER CHARGING/(CREDITING):</b>		
DEPRICIATION OF TANGIBLE FIXED ASSETS	€29,699	€26,760
SURPLUS ON FOREIGN CURRENCIES		(€51)

## 6. INCOME

	2020	2019
MEMBERSHIP FEES	€64,572	€96,735
PROJECT INCOME	€11,824	€29,101
TRAINING COURSES & MISCELLANEOUS INCOME	€80,488	€93,285
LIFFEY DESCENT INCOME	€5,342	€61,501
DISCIPLINE INCOME	€16,126	€72,578
GRANTS	€576,507	€409,793
COVID 19 SUBSIDIES	€68,382	-
	<b>€823,241</b>	<b>€762,993</b>

## 7. GRANTS

	2020	2019
SPORT IRELAND - CORE GRANT	€275,000	€250,000
SPORT IRELAND - HIGH PERFORMANCE GRANT	€29,400	€70,000
SPORT IRELAND - DORMANT ACCOUNTS FUNDING	€4,000	€36,000
SPORT IRELAND - WOMEN IN SPORT GRANT	€60,606	€8,167
DEFERRED CAPITAL GRANT RELEASED	€13,302	€13,302
OSCAR CAPITAL FUNDING GRANT	€13,799	€21,199
SPORT IRELAND - TOKYO SUPPORT GRANT	€19,400	-
SPORT IRELAND - EUROPEAN WEEK OF SPORT	€31,000	-
SPORT IRELAND - SPECIAL PROJECTS GRANT	€20,000	-
SPORT IRELAND - CLUB RESILIENCE FUND	€100,000	-
OLYMPIC FEDERATION OF IRELAND	€10,000	€11,125
	<b>€576,507</b>	<b>€409,793</b>

## 8. INTEREST PAYABLE & SIMILAR EXPENSES

	2020	2019
INTEREST		(€51)

## 9. EMPLOYEES

	2020	2019
ADMINISTRATION	14	14

The average monthly number of employees, including directors, during the financial year was 14, (2019 - 14).

## 10. STAFF COSTS

The aggregate payroll costs incurred during the financial year were:

	2020	2019
WAGES & SALARIES	€306,522	€287,379
SOCIAL INSURANCE COSTS	€12,194	€29,670
STAFF DEFINED CONTRIBUTION PENSION COSTS	€4,607	€4,000
	<b>€323,323</b>	<b>€321,049</b>

## 11. TANGIBLE FIXED ASSETS

COST	LAND & BUILDINGS FREEHOLD	CANOE EQUIPMENT	OFFICE EQUIPMENT	MOTOR VEHICLES	SLUICE	TOTAL
AT 1 JAN 2020	€150,000	€330,295	€62,995	€13,000	€80,523	€636,813
ADDITIONS		€15,828	€9,937			€25,765
DISPOSALS		(€6,332)				(€6,332)
	<b>€150,000</b>	<b>€339,791</b>	<b>€72,932</b>	<b>€13,000</b>	<b>€80,523</b>	<b>€656,246</b>
<b>DEPRECIATION</b>						
AT 1 JAN 2020	€16,740	€310,399	€61,955	€13,000	€43,593	€445,687
CHARGE FOR FINANCIAL YEAR	€2,790	€15,334	€3,523		€8,052	€26,699
ON DISPOSALS		(€6,332)				(€6,332)
AT 31 DEC 2020	<b>€19,530</b>	<b>€319,401</b>	<b>€65,478</b>	<b>€13,000</b>	<b>€51,645</b>	<b>€469,054</b>
<b>NET BOOK VALUE</b>						
AT 31 DEC 2020	<b>€130,470</b>	<b>€20,390</b>	<b>€7,454</b>		<b>€28,878</b>	<b>€187,192</b>
AT 31 DEC 2019	<b>€133,260</b>	<b>€19,896</b>	<b>€1,040</b>		<b>€36,930</b>	<b>€191,126</b>

## 12. DEBTORS

	2020	2019
TRADE DEBTORS	€13,908	€20,818
OTHER DEBTORS	€2,646	€199
PREPAYMENTS	€5,254	€5,675
	<b>€21,808</b>	<b>€26,692</b>

## 13. CREDITORS

	2020	2019
AMOUNTS FALLING DUE WITHIN ONE YEAR		
AMOUNTS OWED TO CREDIT INSTITUTIONS		€276
TRADE CREDITORS	€5,764	€11,794
TAXATION	€7,230	€7,188
OTHER CREDITORS	€59,037	
ACCRUALS	€3,688	€18,947
DEFERRED INCOME	€235,748	€110,344
	<b>€311,467</b>	<b>€148,549</b>

## 14. GRANTS RECEIVED

<b>GRANTOR:</b>	SPORT IRELAND
<b>SPONSORING GOVERNMENT DEPARTMENT:</b>	DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA
<b>GRANT PROGRAMME:</b>	CORE GRANT
<b>TOTAL GRANT:</b>	€275,000
<b>TERM:</b>	1ST JANUARY 2020 - 31ST DECEMBER 2020
<b>REFLECTED IN 2020:</b>	€275,000
<b>CAPITAL GRANT:</b>	NO

<b>GRANTOR:</b>	SPORT IRELAND
<b>SPONSORING GOVERNMENT DEPARTMENT:</b>	DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA
<b>GRANT PROGRAMME:</b>	HIGH PERFORMANCE GRANT
<b>TOTAL GRANT:</b>	€50,000
<b>TERM:</b>	1ST JANUARY 2020 - 31ST DECEMBER 2020
<b>REFLECTED IN 2020:</b>	€29,400
<b>DEFERRED GRANT INCOME:</b>	€20,600
<b>CAPITAL GRANT:</b>	NO

<b>GRANTOR:</b>	SPORT IRELAND
<b>SPONSORING GOVERNMENT DEPARTMENT:</b>	DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA
<b>GRANT PROGRAMME:</b>	TOKYO OLYMPIC GAMES SUPPORT
<b>TOTAL GRANT:</b>	€30,000
<b>TERM:</b>	1ST JANUARY 2020 - 31ST DECEMBER 2020
<b>REFLECTED IN 2020:</b>	€19,400
<b>DEFERRED GRANT INCOME:</b>	€10,600
<b>CAPITAL GRANT:</b>	NO

<b>GRANTOR:</b>	SPORT IRELAND
<b>SPONSORING GOVERNMENT DEPARTMENT:</b>	DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA
<b>GRANT PROGRAMME:</b>	CORPORATE GOVERNANCE GRANT
<b>TOTAL GRANT:</b>	€10,000
<b>TERM:</b>	1ST JANUARY 2020 - 31ST DECEMBER 2020
<b>REFLECTED IN 2020:</b>	€0
<b>DEFERRED GRANT INCOME:</b>	€10,000
<b>CAPITAL GRANT:</b>	NO

**GRANTOR:** SPORT IRELAND  
**SPONSORING GOVERNMENT DEPARTMENT:** DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA  
**GRANT PROGRAMME:** DORMANT ACCOUNTS  
**TOTAL GRANT:** €82,112  
**TERM:** 1ST JANUARY 2020 - 31ST DECEMBER 2020  
**REFLECTED IN 2020:** €4,000  
**DEFERRED GRANT INCOME:** €78,112  
**CAPITAL GRANT:** NO

**GRANTOR:** SPORT IRELAND  
**SPONSORING GOVERNMENT DEPARTMENT:** DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA  
**GRANT PROGRAMME:** WOMEN IN SPORT  
**TOTAL GRANT:** €71,833  
**TERM:** 1ST JANUARY 2020 - 31ST DECEMBER 2020  
**REFLECTED IN 2020:** €60,606  
**DEFERRED GRANT INCOME:** €11,227  
**CAPITAL GRANT:** NO

**GRANTOR:** SPORT IRELAND  
**SPONSORING GOVERNMENT DEPARTMENT:** DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA  
**GRANT PROGRAMME:** EUROPEAN WEEK OF SPORT  
**TOTAL GRANT:** €31,000  
**TERM:** 1ST JANUARY 2020 - 31ST DECEMBER 2020  
**REFLECTED IN 2020:** €31,000  
**CAPITAL GRANT:** NO

**GRANTOR:** SPORT IRELAND  
**SPONSORING GOVERNMENT DEPARTMENT:** DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA  
**GRANT PROGRAMME:** COVID-19 SUPPLEMENTARY  
**TOTAL GRANT:** €40,000  
**TERM:** 1ST JANUARY 2020 - 31ST DECEMBER 2020  
**REFLECTED IN 2020:** €0  
**DEFERRED GRANT INCOME:** €40,000  
**CAPITAL GRANT:** NO

**GRANTOR:** SPORT IRELAND  
**SPONSORING GOVERNMENT DEPARTMENT:** DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA  
**GRANT PROGRAMME:** SPORTS CAPITAL GRANT  
**TOTAL GRANT:** €13,799  
**TERM:** 1ST JANUARY 2020 - 31ST DECEMBER 2020  
**REFLECTED IN 2020:** €13,799  
**CAPITAL GRANT:** YES

**GRANTOR:** SPORT IRELAND  
**SPONSORING GOVERNMENT DEPARTMENT:** DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA  
**GRANT PROGRAMME:** SPECIAL PROJECTS GRANT  
**TOTAL GRANT:** €20,000  
**TERM:** 1ST JANUARY 2020 - 31ST DECEMBER 2020  
**REFLECTED IN 2020:** €20,000  
**CAPITAL GRANT:** NO

**GRANTOR:** OLYMPIC FEDERATION OF IRELAND  
**GRANT PROGRAMME:** DISCRETIONARY FUND  
**TOTAL GRANT:** €10,000  
**TERM:** 1ST JANUARY 2020 - 31ST DECEMBER 2020  
**REFLECTED IN 2020:** €10,000  
**CAPITAL GRANT:** NO

**GRANTOR:** SPORT IRELAND  
**SPONSORING GOVERNMENT DEPARTMENT:** DEPARTMENT OF TOURISM, CULTURE, ARTS GAELTACHT, SPORT AND MEDIA  
**GRANT PROGRAMME:** CLUB RESILIENCE FUND  
**TOTAL GRANT:** €100,000  
**TERM:** 1ST JANUARY 2020 - 31ST DECEMBER 2020  
**REFLECTED IN 2020:** €100,000  
**CAPITAL GRANT:** NO

## 15. STATUS

The liability of the members is limited.

Every member of the company undertakes to contribute to the assets of the company in the event of its being wound up while they are members, or within one year thereafter, for the payment of the debts and liabilities of the company contracted before they ceased to be members, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as maybe required, not exceeding €2.

## 16. CAPITAL COMMITMENTS

The company had no material capital commitments at the financial year-ended 31 December 2020.

## 17. POST BALANCE SHEET EVENTS

The Coronavirus Crisis has had a substantial impact on the company's activities. The main impact is in relation to the holding of events, and training courses. The directors have not been able to quantify the financial effects at this time. The management completed a plan on how the company intends to mitigate against this, however it depends on the timeline for returning to normal activity levels.

## 18. CASH & CARRY EQUIVALENTS

	2020	2019
CASH & BANK BALANCES	€297,704	€46,731
BANK OVERDRAFTS		(€276)
	<b>€297,704</b>	<b>€46,455</b>

## 19. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on 18 May 2021.



Photo courtesy of: Mick Feeney