



Consultation and Review Working Group

Final Report

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Background and Context

This Consultation and Review process can be regarded as ‘Stage 2’ of the reform agenda committed to by the new Board of Cycling Ireland during 2022.

Stage 1: This was the higher-level governance reforms which were essentially the KOSI Audit recommendations and additional actions, such as a whistleblowing portal as an example of an action going beyond what was recommended by KOSI.

Stage 2: This was this consultation and review that relates to the volunteer-based operational structures which are the core mechanisms by which much of the Cycling Ireland’s (CI) work is carried out.

This process was initiated by the Board at its April 2022 meeting when it set up a Working Group¹ with the brief of developing and undertaking a consultation process with the members and the various structures and bodies of Cycling Ireland, to synthesize the findings and report to the Board in the Autumn.

The Plan

The Working Group developed a plan with the following main elements:

1. A Governance Workshop with a representative group of members in May 2022
2. In-person meetings with the four Provincial Executives
3. On-line meetings with members of the Commissions
4. A survey of all members
5. A survey of clubs
6. Informal discussions with various individuals

Supplementary functions of the consultations

In addition to its core aims, the consultation process served two supplementary functions which, while being a distraction from the main aim, were important at the time:

1. Following the governance ‘crisis’ and the reconstitution of the Board in early 2022, the availability of Board members to put their case directly to the key volunteer members, and to answer their direct questions and hear their opinions on matters, helped develop a sense of accountability, communication and trust.
2. The availability of the CEO to be questioned and to respond on current operational issues equally helped in a similar way.

¹ Tom Daly, Chair (Vice-President), Helen Kerrane (Board), Claire Young (Board), Matt McKerrow (CEO), Myra McGlynn (Co. Sec.), Scott Graham (Interim Operations Manager).

Initial Observations and Themes for the Consultations

Observations:

The Working Group presented some initial observations to the consultation sessions (an 'organigram' of current structures was developed to help illustrate these – see Appendix1) – these observations included:

1. The Board currently has 15 sub-committees of various kinds, including Provincial Executives and Commissions, which makes control and management by the Board very difficult.
2. These structures and associated 'ways of doing things' had grown in an ad-hoc way over many years and with lack of coherence in some aspects.
3. There are no clear Standard Operating Procedures and confusion about roles and functions (some have no Terms of Reference).
4. There is much overlap and duplicity in functions between various sub-committees (and associated financing).
5. Financial management and control is neither standardised nor optimal.
6. In cases, their work is not clearly aligned with the Strategic Plan.

Themes for discussion:

The Working Group presented various themes for the consultation sessions as a form of agenda – an example is provided in Appendix 2.

Findings from consultations with Provinces and Commissions

The initial 'observations' presented above were largely accepted and are included:

1. The Board currently has 15 sub-committees of various kinds, including Provincial Executives and Commissions, which makes control and management by the Board very difficult.
2. These structures and associated 'ways of doing things' had grown in an ad-hoc way over many years and with lack of coherence in some aspects.
3. There are no clear Standard Operating Procedures and confusion about roles and functions (some have no Terms of Reference).
4. There is much overlap and duplicity in functions between various sub-committees (and associated financing).
5. Financial management and control is neither standardised nor optimal.
6. In cases, their work is not clearly aligned with the Strategic Plan.
7. The nature of the work undertaken can be influenced by the preferences and enthusiasms of individuals involved at any given time, rather than on longer-term strategic aims and planning.
8. The mixed levels of strategic and operational planning need to be improved in some cases in order to give better effect to the aims of the Strategic Plan and to provide guidance and continuity from year-to-year.
9. There are limited and unclear linkages between the professional staff and the volunteer-level operational groups.

10. To help develop and sustain these operational structures, they need close support from staff, under the direction of the CEO and aligned to the Strategic Plan.
11. Financial planning and reporting is mixed and control is neither standardised nor optimal in some cases.
12. The control and accountability of some current Commissions at least could be shifted to the Executive from the Board.
13. Changes to the nomenclature of the Commissions and Provincial 'Executives' should be considered.
14. For the bodies promoting competitive cycling, there are unclear pathways from Youth level, through to high-performance Junior and U-23 levels.
15. While there may be potential for the Provincial bodies to take a more central role, the current bodies have evolved in different ways and clear consistency in governance and operating procedures would help in any such longer-term role (Ulster covering two jurisdictions needs to be recognised and facilitated).
16. A number of tentative re-structured models were produced at the May Governance Workshop and these could provide for further exploration of reform options.
17. Given the complexity and multiplicity of disciplines in cycling, there is a question of whether CI can fund and resource the types of supports and developments that all of the above might involve.

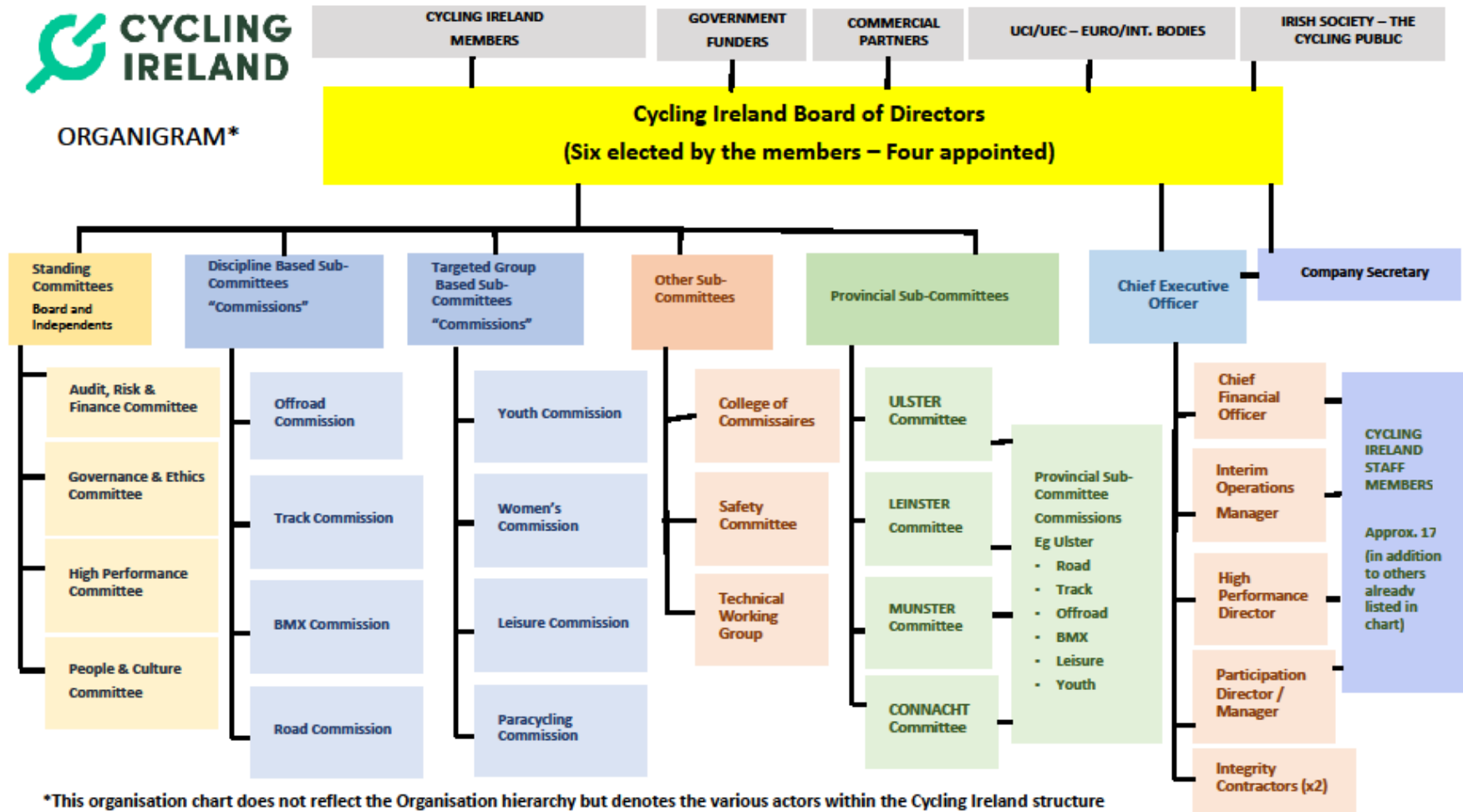
For more information on findings from the consultations with clubs and members – see Appendices below.

Appendix 1: Cycling Ireland Operational Structure

Appendix 1: Cycling Ireland Operational Structure



ORGANIGRAM*



*This organisation chart does not reflect the Organisation hierarchy but denotes the various actors within the Cycling Ireland structure

Appendix 2: Themes for Consultations

A. The Role of the Provincial Sub-committees / Commissions (understanding/clarity of role, functions and Terms of Reference)

B. Governance status (the level of awareness of their status within current CI governance; the future or ideal governance status)

C. Representation and relevance (to what extent are they currently representative fora/bodies for clubs and members; how can this be improved)

D. Operational activities and responsibilities (to what extent are activities representative of all the variety of members' interests - road, track, off-road, etc – and are they aligned with Strategic Plan)

E. Communication and Support (how efficient is the current two-way flow of information and communication with the Cycling Ireland office and other and how could this be improved/streamlined if needed)

F. Financial responsibilities and governance (how do we find a balance between the Provincial Executives / Commissions having financial autonomy and the Board having oversight?)

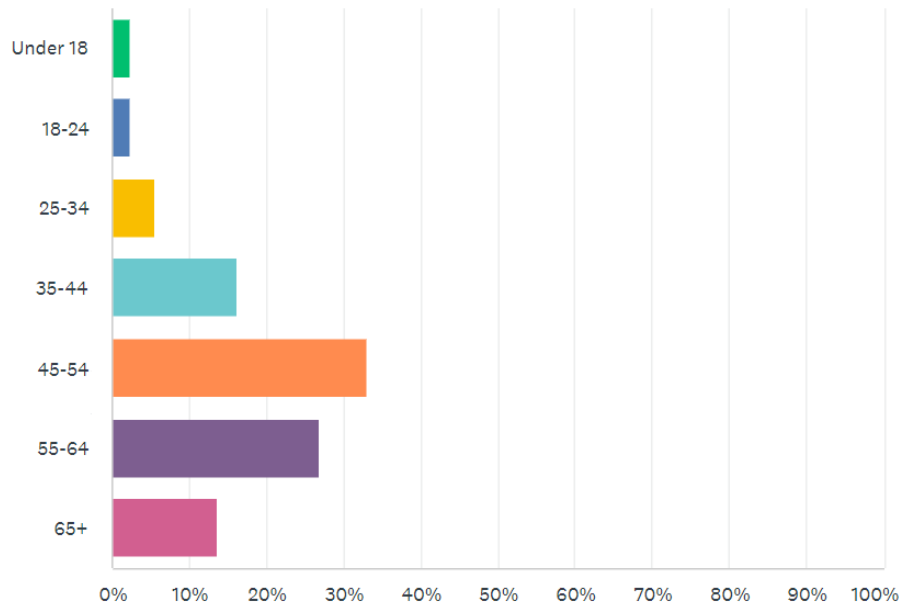
G. Governance and structural changes – Provincial / Commission input (ideas and suggestions for change)

Appendix 3: Individual members' survey – graphical data only

Question 2) Age Range

Age Range

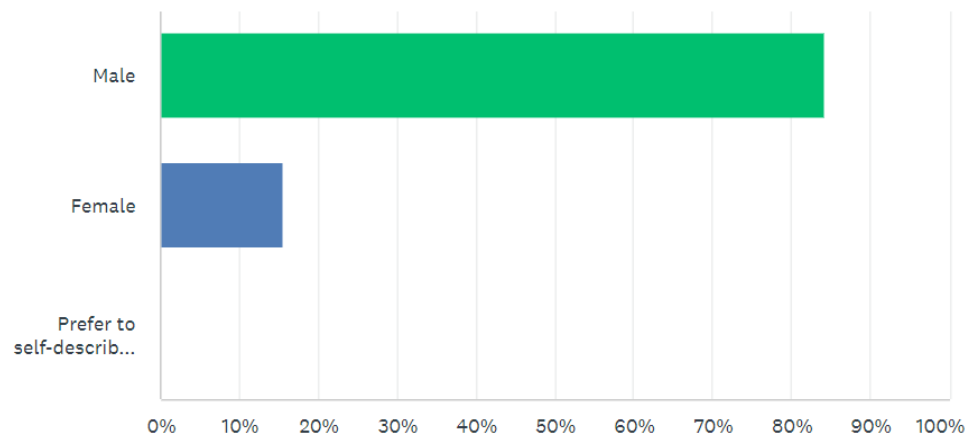
Answered: 1,138 Skipped: 7



Question 3)

Gender: How do you identify?

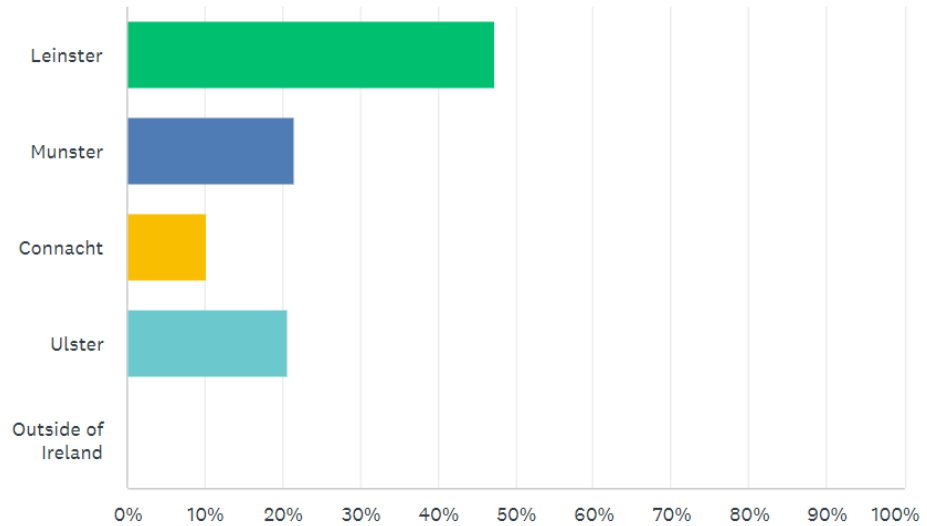
Answered: 1,132 Skipped: 13



Question 4)

Select the province you reside in

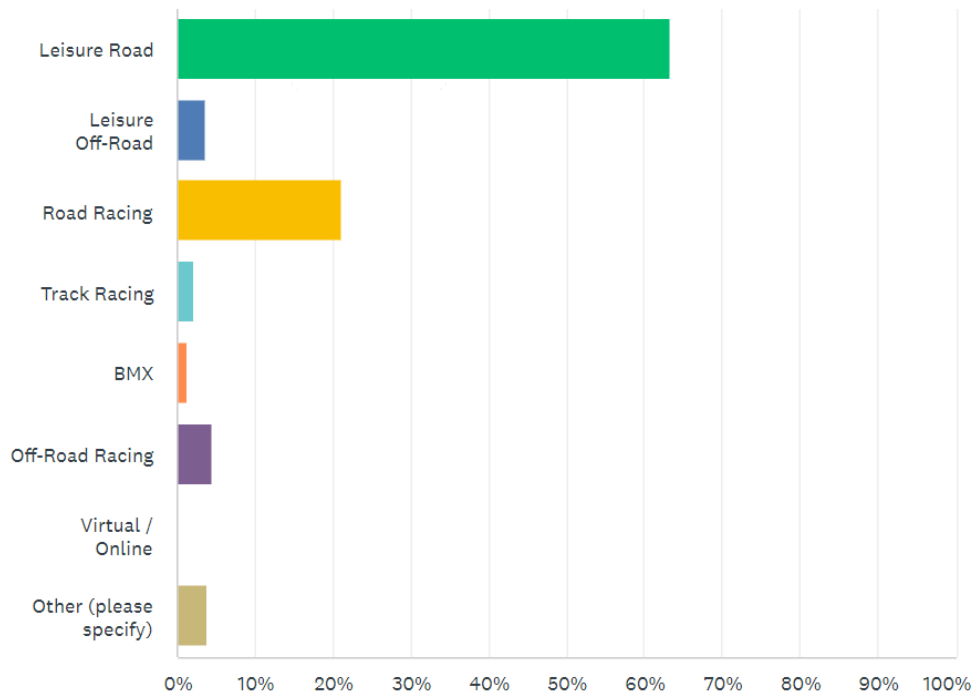
Answered: 1,132 Skipped: 13



Question 5)

Select the discipline you are most interested in

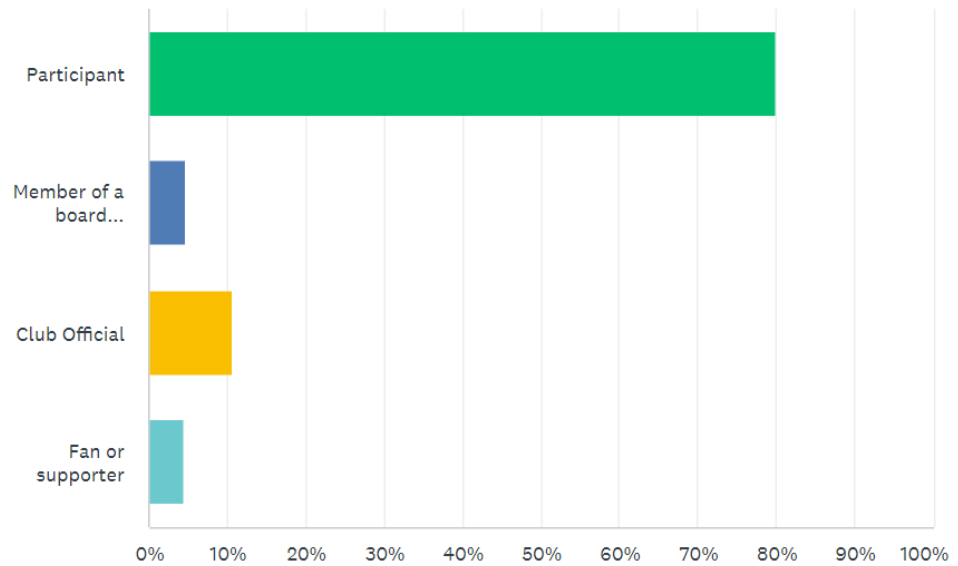
Answered: 1,134 Skipped: 11



Question 6)

Which of the following best describes you?

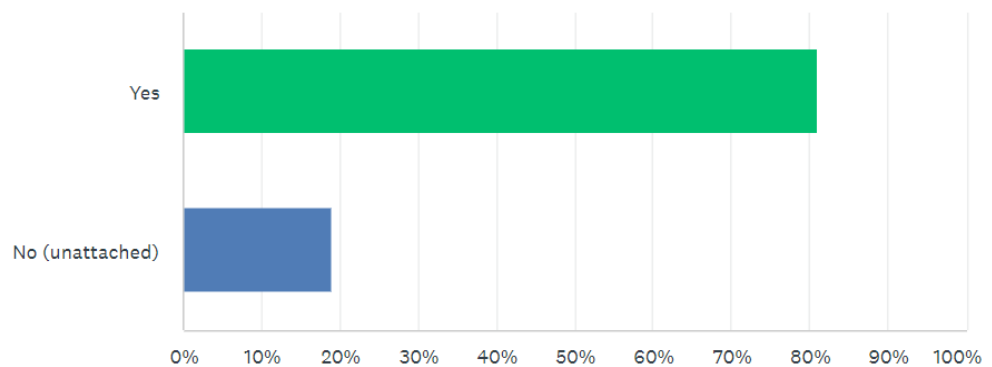
Answered: 1,128 Skipped: 17



Question 7)

Are you a club member?

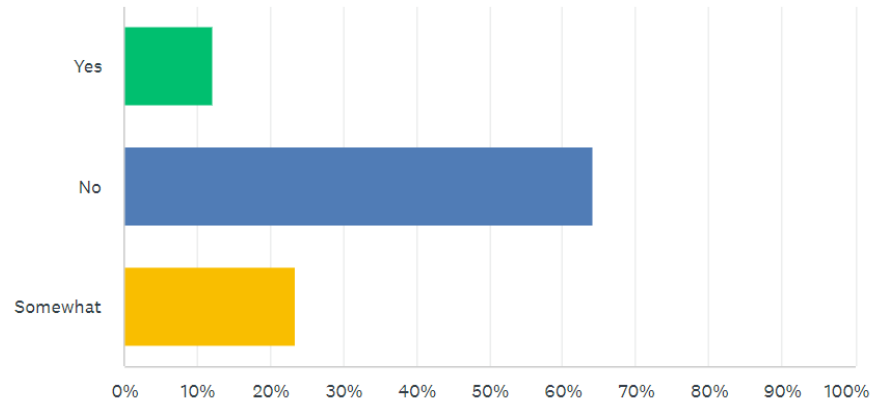
Answered: 1,132 Skipped: 13



Question 8)

Are you aware of who sits on the Cycling Ireland Board of Directors?

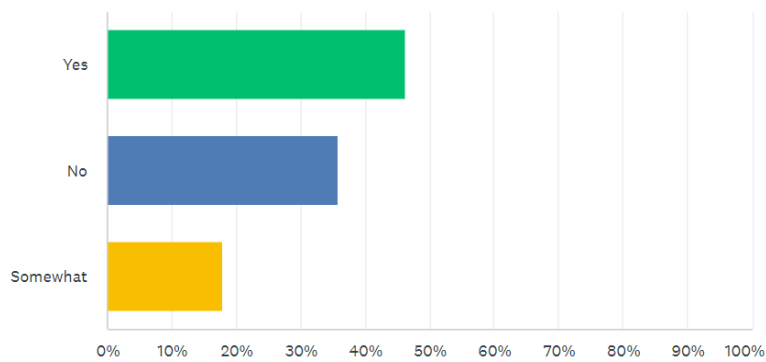
Answered: 1,049 Skipped: 96



Question 9)

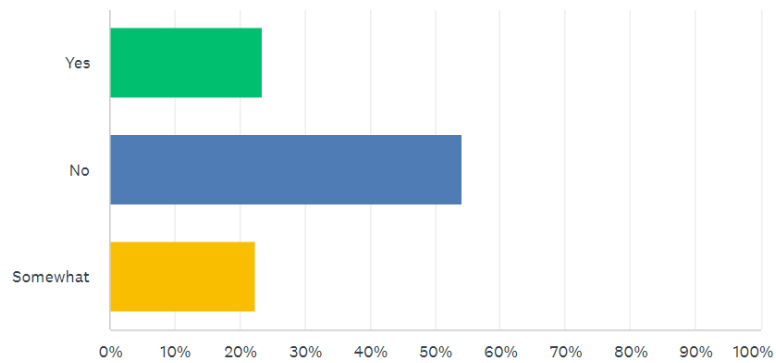
Are you aware that the board of directors role is a governance and oversight role as per the Sport Ireland Governance Code for Sport as opposed to being an operational role involving the day to day running of the organisation?

Answered: 1,046 Skipped: 99



Are you aware of the existence of the provincial executives and their role in Cycling Ireland governance?

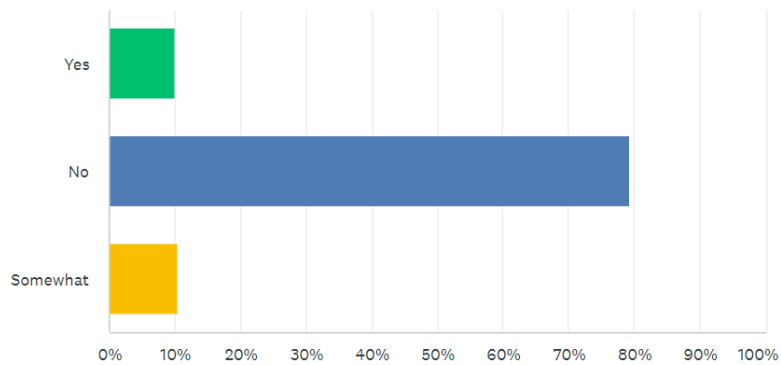
Answered: 941 Skipped: 204



Question 12)

Are you aware of who sits on the provincial executive within your province?

Answered: 938 Skipped: 207

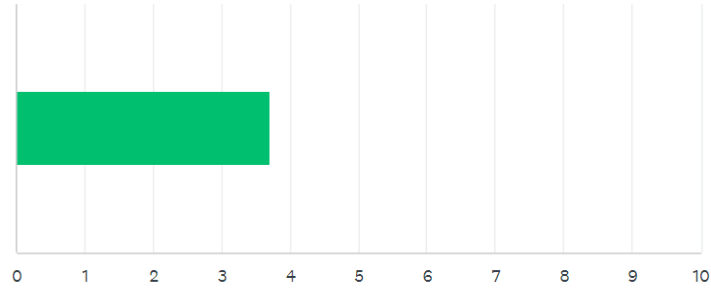


Question 14)

Scale of 1 to 10 where 1 = not well and 10 = very well

How well do you feel the Provincial Executive represents your views and interests? I

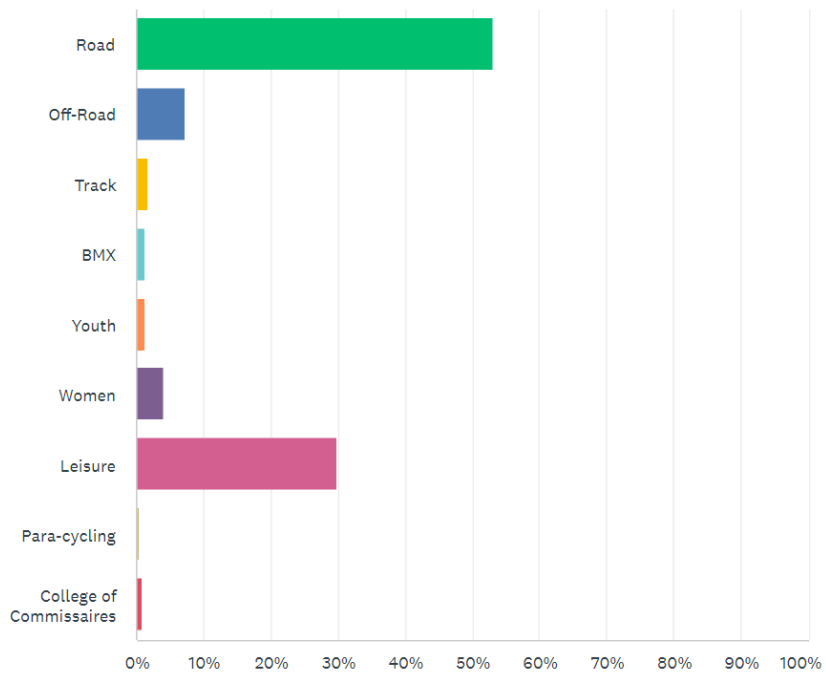
Answered: 696 Skipped: 449



Question 16)

Please select the commission which most closely aligns with your area of interest

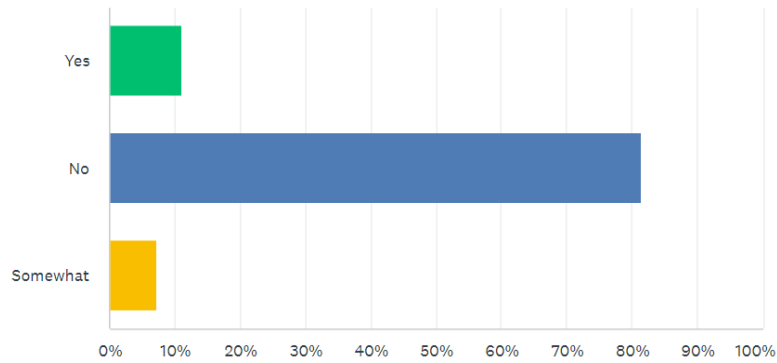
Answered: 807 Skipped: 338



Question 17)

Are you aware of who sits on the commission most closely aligned with your area of interest?

Answered: 804 Skipped: 341

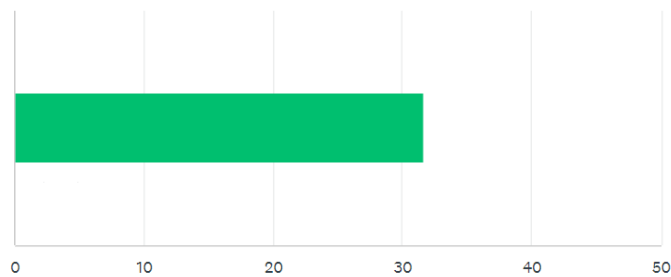


Questions 20)

Scale of 1 to 10 where 1 = not well and 10 = very well

On a scale of 1-10 how well do you feel the commission represents your views and interests?

Answered: 543 Skipped: 602



Appendix 4: Sample Responses to Text-based Questions from Clubs

‘How could the Provincial Executive be more relevant and supportive to the affairs of your club?’

- Better communication with clubs, more equipment, more support for accredited marshalling, increase membership in smaller clubs.
- Help clubs to attract members and organise events, get involved at grass roots level, put faces to names, help with contacting external organisations such as Gardaí and local authorities.
- Less focus on racing cyclists only, have a Development officer.
- Better communication to highlight the role of the Provincial Executive.

‘How could the Commissions be more relevant and supportive to the affairs of your club?’

- Be more visible to clubs, guidance and interpretation of rules, improved communication with clubs
- Better communication with clubs either in person or on-line, better training and advocacy.
- More information online, help clubs attract new members, help with coaching courses.

‘Any other comments in relation to your club’s experience with Cycling Ireland’s membership and events systems?’

- Setting up templates every time is awkward, the portal has issues but once it works good, it needs further assistance from CI.
- Online communication has improved, telephone contact with CI staff could be better
- Difficult to navigate sometimes.

‘If your club does run events, list the three main difficulties your club has in running them?’

- Getting volunteers, paperwork, safety issues
- Lack of volunteers and marshals, paperwork, difficulties with local councils and Gardaí.
- Getting a date on the calendar, lack of marshals and volunteers, costs of ambulances, licences from Coillte.
- Lack of volunteers, advertising, need more marshals.

‘How could Cycling Ireland be more helpful to support your club in running events?’

- More involvement from CI staff, help with paperwork and safety issues, clarity on safety/legal issues, support for accredited marshals.
- Being able to print race results quickly, assistance with the cost of ambulances, financial support for race series.
- Better promotion of events, reduce organisers paperwork, assist with communications with Gardaí and local council.
- Would like more phone contact not just email.

‘Any other suggestions on how Cycling Ireland might better support your club?’

- Provide volunteers, reduce insurance and membership costs, clarify CI’s rules and benefits to members.

Appendix 4: Sample Responses to Text-based Questions from Clubs

- Better communication and information for clubs, more ride leader training and coaching courses, make it easier to be a member of two clubs, better infrastructure.
- Help with training costs, a central location for the AGM.
- Better phone contact.

How could Cycling Ireland be more relevant and supportive to the affairs of your club?

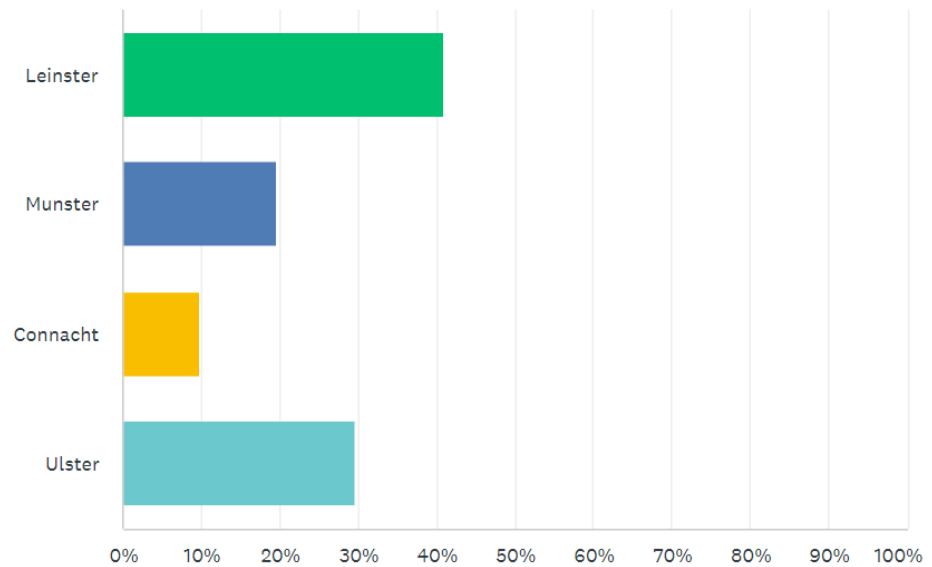
- Reward scheme for clubs, create pride in clubs and volunteers, give more back to members.
- Reduce red tape and paperwork, more information and contact with clubs, would like a CI sportive.
- Mostly satisfied, would like more contact with a person to resolve issues.
- Better communication with members, better promotion and availability of member benefits.
- Reduce the licence fee, reduce insurance costs, better promotion of CI's strategic plan

Appendix 5: Club survey – graphical data only

Question 1)

What Province is your club in?

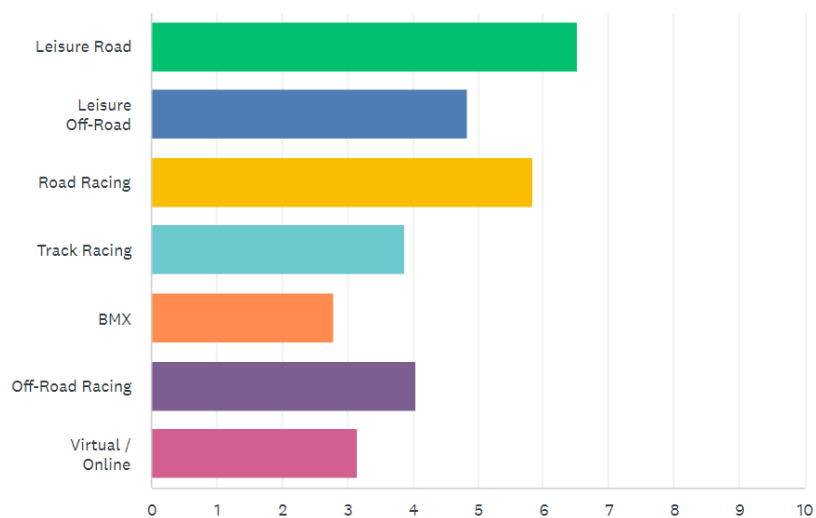
Answered: 71 Skipped: 2



Question 2)

Please rank the top three disciplines your club is most involved in (please do not rank any discipline that your club is only minimally involved in)

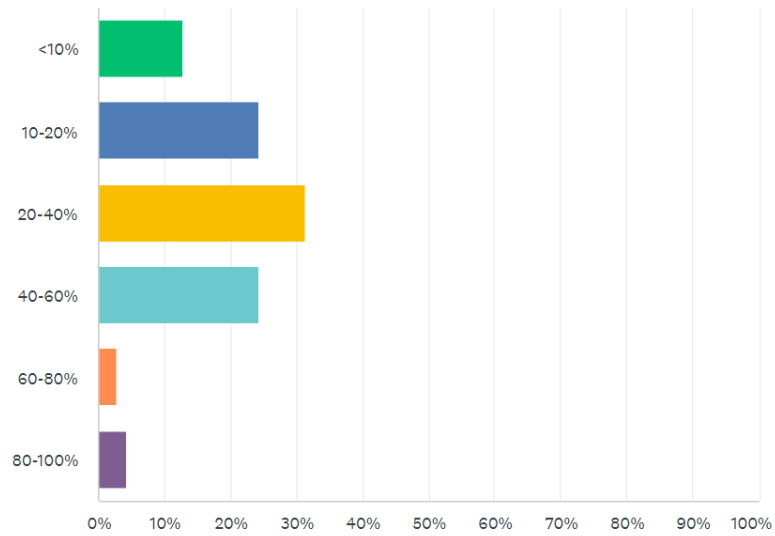
Answered: 70 Skipped: 3



Question 3)

Approximately what proportion of your adult membership normally attend your AGM?

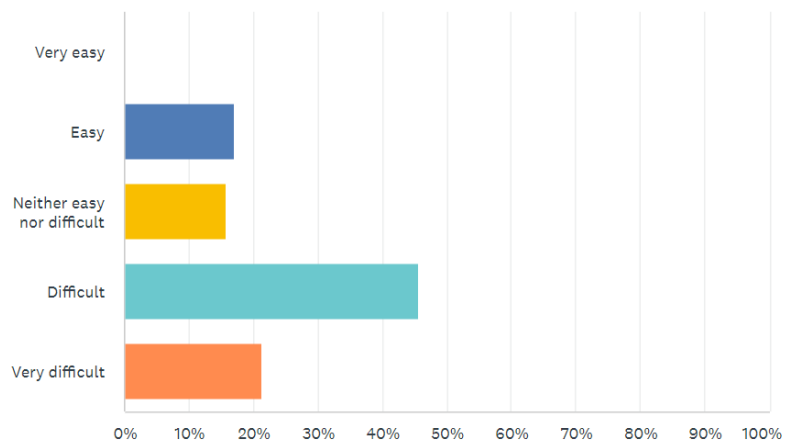
Answered: 70 Skipped: 3



Question 4)

How easy or difficult is it to get your members to take up various volunteering and club-officer roles in your club?

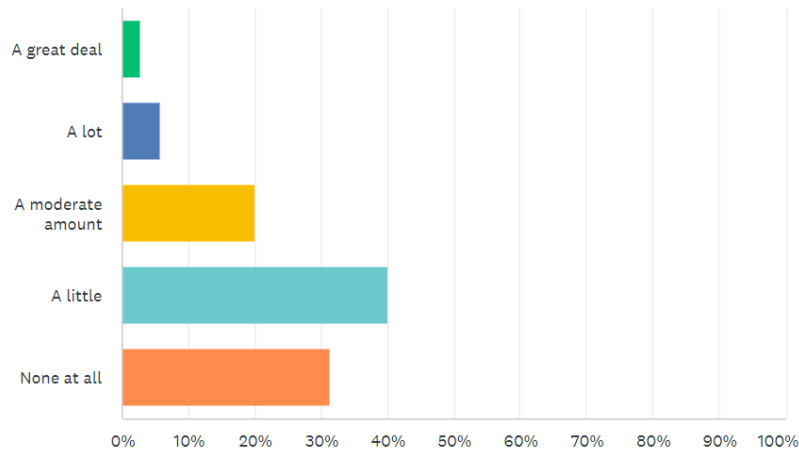
Answered: 70 Skipped: 3



Question 5)

How relevant do you think your Provincial Executive is to the affairs of your club

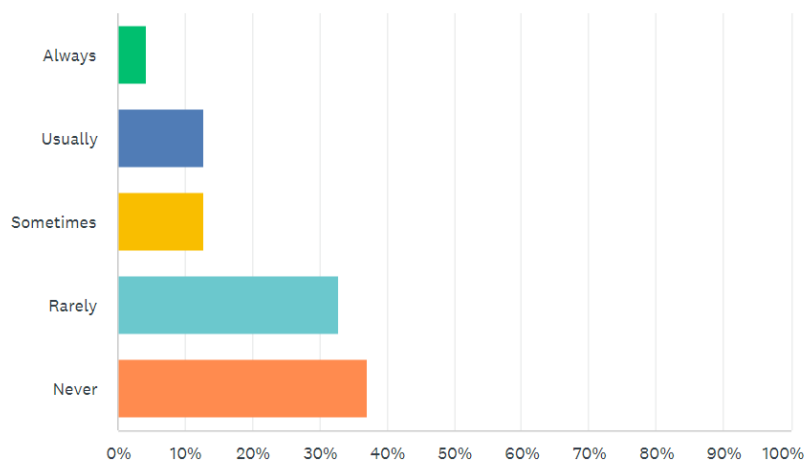
Answered: 70 Skipped: 3



Question 6)

How often does your club typically send a representative to the Provincial Executive AGM?

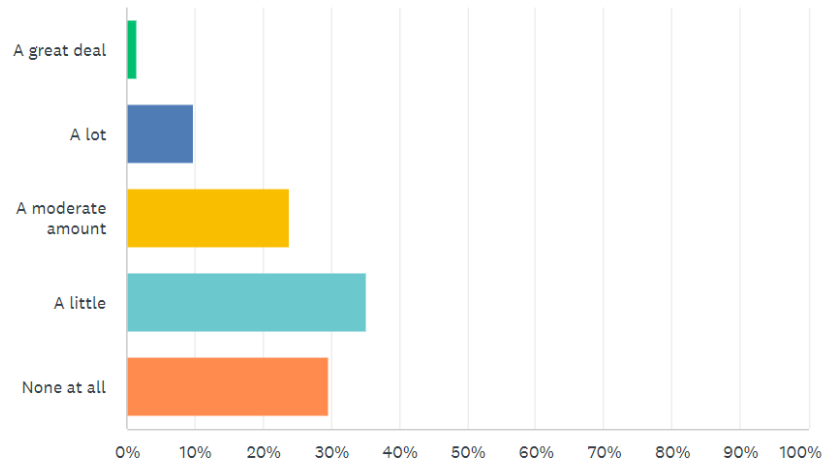
Answered: 70 Skipped: 3



Question 8)

How relevant are Cycling Ireland Commissions to the affairs of your club

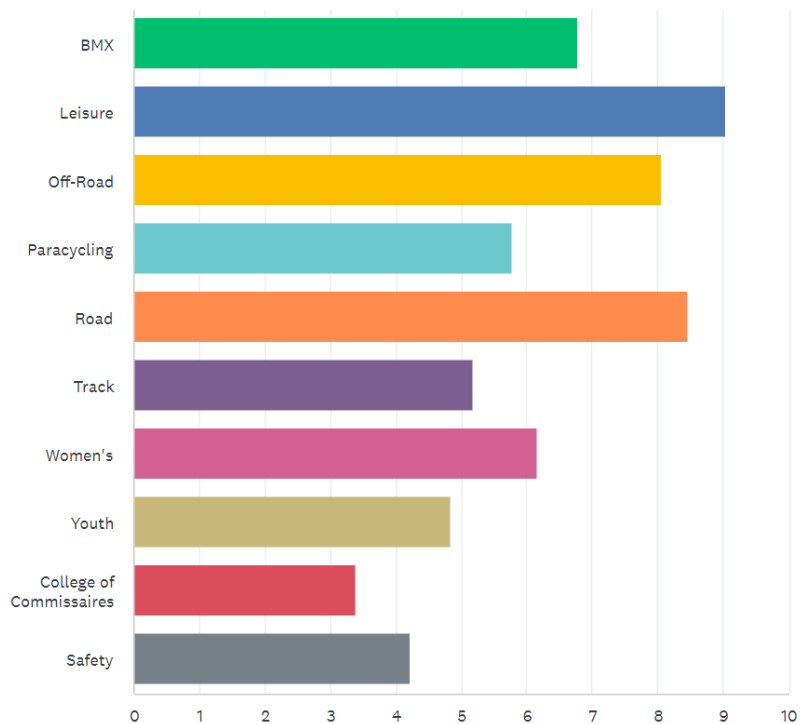
Answered: 71 Skipped: 2



Question 9)

Please rank the top three Commissions that your club is most involved with (please do not rank any that your club is only minimally involved with)

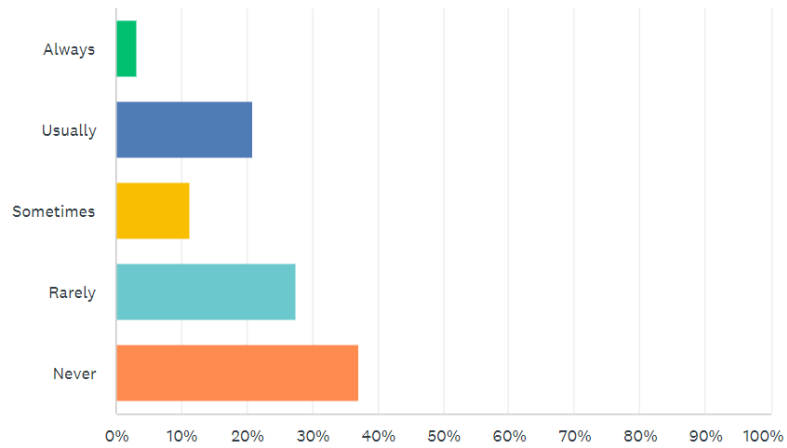
Answered: 64 Skipped: 9



Question 11)

How often does your club send a representative to the Cycling Ireland AGM?

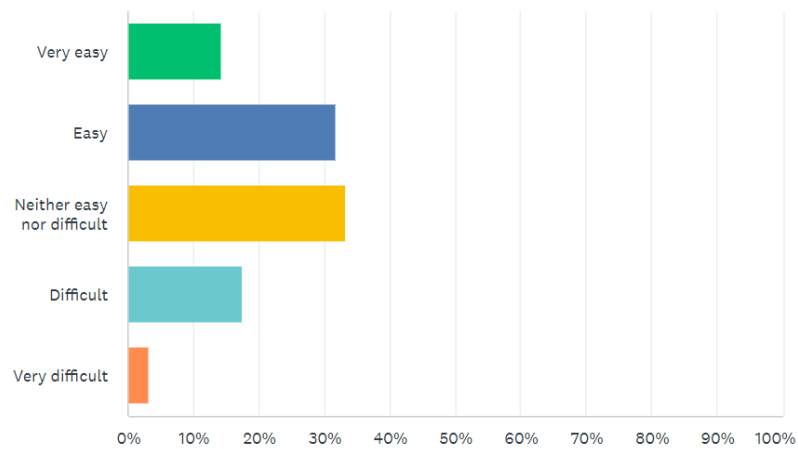
Answered: 62 Skipped: 11



Question 12)

How easy or difficult does your club find Cycling Ireland's membership and events system to operate?

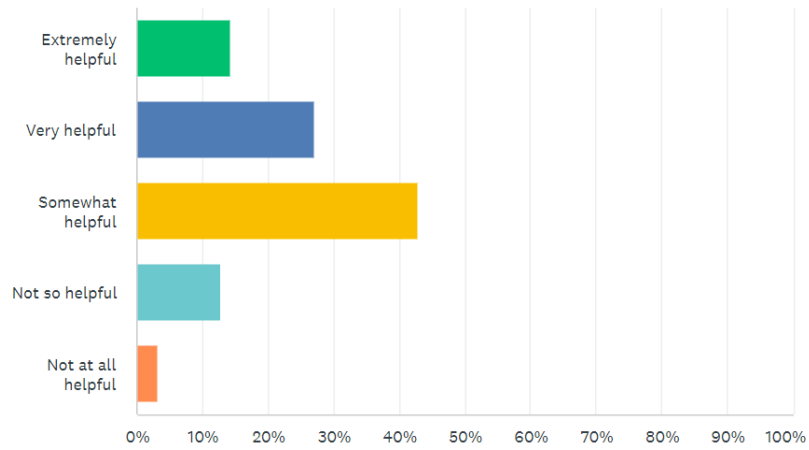
Answered: 63 Skipped: 10



Question 13)

How would you rate Cycling Ireland support in relation to the membership and events systems?

Answered: 63 Skipped: 10

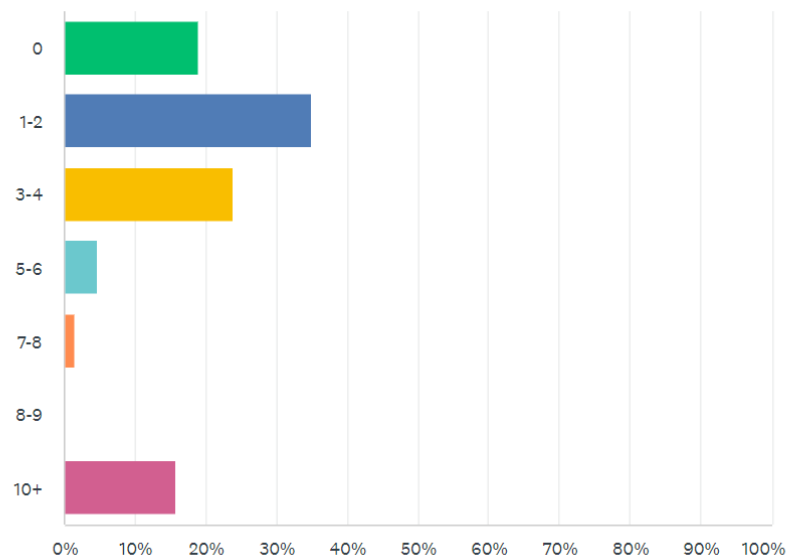


Question

15)

How many Cycling Ireland sanctioned events does your club typically organise and promote per year? (includes club league events)

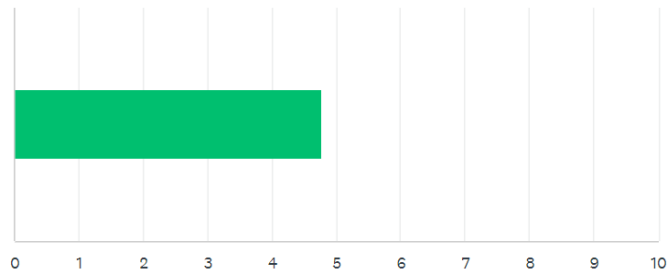
Answered: 63 Skipped: 10



Appendix 4: Sample Responses to Text-based Questions from Clubs

In overall terms, how would you rate Cycling Ireland support to your club. (0 = very poor and 10 = very good)

Answered: 61 Skipped: 12



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
Responses	5	291	61
Total Respondents: 61			