

## Irish Underwater Council: Governance and Structure Review

All bodies in receipt of Sport Ireland (formerly the Irish Sports Council) funding are expected to operate in a democratic and transparent manner and display all elements of good corporate governance. 'Governance' refers to the process of running your sports club, making decisions and ensuring that it is properly accountable.

The right governance structure, with decisions made at the right level, enables the best decisions to be made to drive the success of the organisation. Having an appropriate governance structure demonstrates to all stakeholders that the organisation is well managed. This is key to winning the confidence of staff, suppliers and potential investors and also provides a framework for organisational growth and development.<sup>1</sup>

As part of its strategic plan, the IUC have identified the need to review and develop the governance and structure of the NGB and clubs. To achieve this, 2into3 conducted desk-based research of national and international documents as well as internal documentation and policies provided by the IUC to identify the current state of governance and structures based on a set of pre-defined core principles for the not-for-profit sector and endorsed by Sport Ireland.

2into3 also conducted stakeholder consultations in the form of interviews and a survey. Interview participants were selected from a list of 20 members involved in the sport from across the regions. 2into3 independently selected 7 individuals to participate ensuring balance in experience, expertise, level of involvement with the IUC and gender, 6 of which agreed. Interviews were semi-structured in nature and were built upon findings from the desk-based research. Each interview was conducted over the phone and lasted 30 minutes with the discussion transcribed for analysis. A close-ended survey was sent to members and posted on the IUC website and social media platforms. Questions were also informed by the desk-based research. There were 54 responses to the survey. It is worth noting that this is only a snapshot of the 1,763 members involved with the sport.

### Environmental Scan

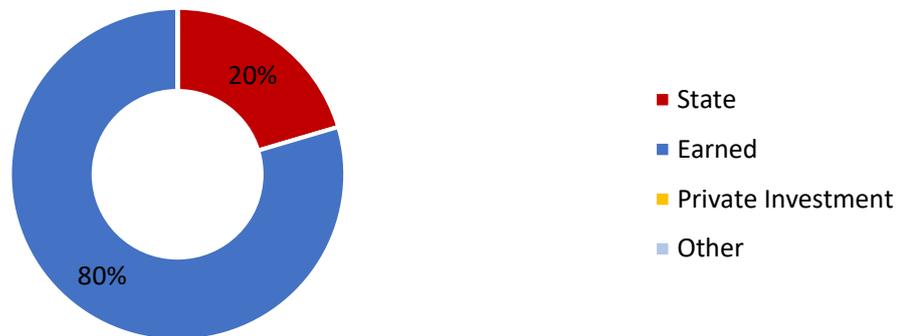
The IUC has seen a 12% decrease in overall membership since 2015. The number of full divers has mirrored this decrease. The IUC has experienced a 54% decrease in junior snorkellers over this period.

Membership	2018	2017	2016	2015	COST
Full Diver	1,205	1,265	1,269	1,397	€110
Junior Snorkel	69	92	128	151	€20
Senior Snorkel	102	129	122	142	€55
Student Diver	327	339	312	296	€55
Student Snorkel	7	9	14		€35
Non-Diver	26	28	21	20	€30
U/W Hockey	24	21	11		€30
Other	3				
<b>Total</b>	<b>1,763</b>	<b>1,883</b>	<b>1,877</b>	<b>2,006</b>	

<sup>1</sup> UK Sport, "A Code for Sports Governance," <http://www.uksport.gov.uk/resources/governance-code>

The funding model of the IUC is largely based on an earned income model. The earned income stream is largely attributable to membership income, income associated to dives, and the dive shop. The IUC has received consistent state funding in 2016 and 2017. In 2017, the IUC reported an income of €299,466, with an expenditure of €299,134. In particular, the Subsea Magazine is particularly heavy on resources, costing €25,347 to produce while only accounting for €9,249 of income. Therefore, the IUC should consider ceasing printing of the Subsea Magazine which is extremely heavy on resources and opt for an e-version.

IUC Funding Model, 2017



11 clubs were found to be companies limited by guarantee, approximately 16% of total affiliated clubs with the IUC. While the decision to become a company limited by guarantee or an unincorporated association currently rests with individual clubs, the below outlines the advantages and disadvantages of both structures:

#### **Unincorporated Association:**

This is generally the option for clubs. Simply, if a club is not a company, then it is an unincorporated association.

Advantages:

- Legal formalities and administrative costs are kept to a minimum
- Rules of the club are not a matter of public record, allowing for privacy of club affairs

Disadvantages:

- The club has no legal personality from its members
- Members are personally liable for debt owed by the club
- Trustees must be appointed to act on behalf of club if it wishes to hold property (a club house for example)
- If the clubs wish to issue a contract or be party to litigation, a nominated member must act on behalf of club

#### **Company Limited by Guarantee**

Under this instance, the liability of the members is limited to the guarantee amount, usually by a nominal sum. The company would have elected directors who conduct affairs on behalf of the

company. A guarantee company can only look to its guarantee fund when it is being wound up and cannot rely on the guarantee of its members to secure a loan.

Advantages:

- The liability of the company is limited to the guarantee amount
- The club has the ability to hold property, have bank accounts and act legally in its own right
- Memorandums and Articles of Association can be tailored for the purposes of the individual sporting organisation

Disadvantages:

- The company must adhere to regulatory requirements and comply with Companies Registration Office. This could possibly strain smaller clubs. Failures can lead to prosecutions and fines
- Elected directors will have statutory duties and may be personally liable if the company fails to comply with the Companies Acts<sup>2</sup>

## Governance Principles

While sport governance is unique and challenging, there is a code of practice by which all not-for-profit organisations should adhere to, so every NGB and club performs to the highest standards possible and gives confidence to funders and stakeholders.

### 1. Leadership

This governance principle relates to being clear about the purpose, value and vision of the organisation and making good use of resources to achieve these.

To ensure that staff, members, volunteers, beneficiaries and funders understand and buy-in to the aims and objectives of the organisation a number of critical documents or policy statement need to be in place, relevant and widely communicated.<sup>3</sup>

#### **1.1. Developing and agreeing vision, purpose, mission, values and objectives and making sure that they are consistent with governing documents and remain relevant**

While the IUC has a set purpose and objectives, clubs vary in their sporting focus. The purpose and objective of each club is required to be written in the form of a constitution which clubs adhere to and in a way that adherence and continued relevance can be demonstrated through a review process.

A constitution sets out the purpose and rules of a sports club. It is the basic document which helps to ensure smooth and proper running of the club. Typically, the constitution sets out:

- Objectives
- Different forms of membership and perhaps their subscription rates
- Rules
- How the affairs of the club are to be managed

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<sup>2</sup> Irish Sports Council, "NGB Support Kit," P. 58-61.

<sup>3</sup> Sport Ireland, "Principles of Governance,"

[https://www.sportireland.ie/Governing\\_Bodies/Governance/Principles-of-Governance/](https://www.sportireland.ie/Governing_Bodies/Governance/Principles-of-Governance/)

- How the members control the club

The IUC has developed a template constitution for clubs which outlines the above.

A strong organisation develops and agrees written policies which are reviewed at least every three years. Informed by desk-based research on best practice, recommended policies and procedures are outlined below as well as whether the IUC has such policies in place. These, where relevant, should be provided to clubs by way of a template.

Document	Evidence
Membership Policy	No specific policy. <a href="#">Training and standard manual in place</a>
<a href="#">Equal Opportunities Policy</a>	Yes
<a href="#">Child Protection</a>	Yes
<a href="#">Health &amp; Safety</a>	Yes
<a href="#">Code of Conduct Policy</a>	Yes
<a href="#">Vetting Policy</a>	Yes
<a href="#">Disciplinary Procedure</a>	Yes
<a href="#">Anti-Doping</a>	Yes (The IUC is currently aligning with SI 2015 Rules)
<a href="#">Compliance with SI Code of Ethics</a>	Yes
<a href="#">Employment Policy</a>	Yes
Risk Management Policy	Risk in a number of different documents. No specific policy in place
Club Dissolution Policy	No
<a href="#">Affiliation Policy</a>	Yes

82% of survey responses agreed that their constitutions adequately reflect their club. However, the current sample constitution provided by the IUC does not refer to rotation of committee members. This is now a requirement of the Governance Code.<sup>4</sup> The IUC has an opportunity to discuss with regions, clubs and committees regarding an update of committee protocols and templates. By doing so, the IUC will increase engagement so that the templates provided to clubs are implemented and buy-in increased with regions and clubs.

### **1.2. Developing, resourcing, monitoring and evaluating a plan so that the IUC achieves its stated purpose and objectives**

The IUC has a strategic plan that drives the overarching objectives. The strategic plan should form the basis of all local implementation outcomes and be developed with input and agreement from all stakeholders. The objectives should be delivered consistently and effectively by the member bodies.<sup>5</sup>

<sup>4</sup> "The Governance Code: Type A Organisations," Principle 4: Working Effectively, <https://www.governancecode.ie/the-code.html>

<sup>5</sup> Australian Sports Commission, "Sports Governance Principles," [https://www.sportaus.gov.au/governance/sports\\_governance\\_principles#principle\\_1\\_board\\_composition\\_roles\\_and\\_powers](https://www.sportaus.gov.au/governance/sports_governance_principles#principle_1_board_composition_roles_and_powers)

83% of members surveyed felt that the current vision, mission and values of the IUC was relevant to their respective clubs. One interviewee felt that in recent years the overall IUC strategy has been “reasonably good at being rational, reasonable and fair towards clubs.”

72% of survey respondents felt that the IUC was not doing enough to encourage young people to join. Youth involvement and club committee structures around youth was also highlighted by several interviewees. Some clubs are disengaging with the role of child protection officer or else this position can be overlooked by clubs. However, a child protection officer was agreed to be crucial for the sport and its development. It was recommended that the IUC engage more proactively with regions to outline the requirements of the role and assist clubs in overcoming concerns regarding the child protection officer role.

### **1.3. Managing, supporting and holding to account staff, volunteers and all who act on behalf of the IUC**

The NGB and club chairs are required to make sure that respective individual board and committee members report on work carried out for the organisation. Minutes for Executive Meetings, AGM and EGMs formally note decisions of the meetings and where they affect procedures and clubs are notified when decisions affect them. The IUC however does not make these minutes publicly available via their website or online platforms. The British SubAqua Club, for example, provides minutes of council meetings, AGM’s and produces annual reports every year that are accessible through the website.

It was widely agreed that clubs could develop better standard operating procedures for the day-to-day running of the club. Current regulations are too focused on diving procedures and not centred around some of the administrative obligations and responsibilities of the committee. In some cases, clubs can be too reliant on certain individuals or established processes. One interviewee described that the approach can be one of “that’s the way it has always been done so we don’t need to change it.” This was reiterated by another interviewee stating that “clubs can fall into the trap of a business as usual approach,” even when committees rotate.

The IUC could provide additional templates covering areas such as minutes, filing, annual reports and accounts. By doing so, the IUC would be providing enhanced structure protocols, while also assisting struggling clubs function more efficiently. There would be less of a reliance on individuals and potentially new members adapting to committee roles. Files could be uploaded through the GO Membership systems to allow greater record keeping for clubs. For example, the GAA provides clubs with a ‘club activity checklist’ that can be used to check initiatives, items and policies required to be in place. Should a club have any queries on what is required, they can then refer to the club manual.<sup>6</sup>

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<sup>6</sup> Gaelic Athletic Association, “Club Activity Checklist,” <https://learning.gaa.ie/sites/default/files/Club%20Manual%20Club%20Activity%20Checklist.pdf>  
Gaelic Athletic Association, “Club Manual: Membership and Registration,” <https://learning.gaa.ie/sites/default/files/Membership%20and%20Registration.pdf>  
Gaelic Athletic Association, “One Club Guidelines,” <http://res.cloudinary.com/dvrbaruzq/image/upload/juoskhphievkxtfthz4v.pdf>  
Gaelic Athletic Association, “Club Manual: Club Committee Structure,” <https://learning.gaa.ie/sites/default/files/Club%20Committee%20Structure.pdf>

## 2. Exercising Control Over the Organisation

This governance principle relates to strong, robust and effective controls in place and ensuring that the organisation complies with relevant legal and regulatory requirements.<sup>7</sup>

### 2.1. Identifying and complying with all relevant legal and regulatory requirements

Clubs current legal forms vary from an unincorporated association and a company limited by guarantee. 11 clubs, accounting for 16% of the total, are limited by guarantee. Regardless of which legal structure clubs adhere to, they and the IUC must comply with the relevant requirements.

If a club is not a company limited by guarantee, a Secretary needs to be appointed to keep track of the group's records, meeting minutes, membership, and so on.

Regardless of the legal structure, each club needs a minimum number of members to run the club. An appropriate structure is paramount and should be chosen based on the size of the club, number of members and volunteers, etc. According to the IUC, the club committee must consist of the following:

- Chairperson
- Diving Officer
- Secretary
- Treasurer
- Child Protection Officer

The IUC states that a committee is formed when all of the above positions have been filled and validly elected in accordance with the club constitution. The following may also be appointed:

- Public Relations Officer
- Training Officer
- Social Officer
- Two other members<sup>8</sup>

There are 8 clubs that have less than 5 members and therefore cannot fulfil the above structure. Currently, the IUC outlines that a club cannot be affiliated to the NGB unless it has 10 or more members however there is a requirement for only 2 members to maintain club status.

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<sup>7</sup> Sport Ireland, "Principles of Governance,"

[https://www.sportireland.ie/Governing\\_Bodies/Governance/Principles-of-Governance/](https://www.sportireland.ie/Governing_Bodies/Governance/Principles-of-Governance/)

<sup>8</sup> One member should represent the interests of female divers and another to represent the interests of new divers.

Club Size (Members)	Number of Clubs
0-4	8
5-9	9
10-14	11
15-19	11
20-24	5
25-29	8
30-34	11
35+	4
Total	67

91% of survey respondents felt that their club did have appropriate structures in place. However, clubs need more support with operational rules and protocols. The IUC could, through a consultation or committee forum structure, develop several rules of governance for clubs, which was a recommendation by an interviewee. This could give greater clarity to how the committee should function, along with the responsibilities of each elected individual.

No consensus could be found regarding the minimum number of members needed for a club to operate. One interviewee outlined that “clubs would need 40 members to be viable.”

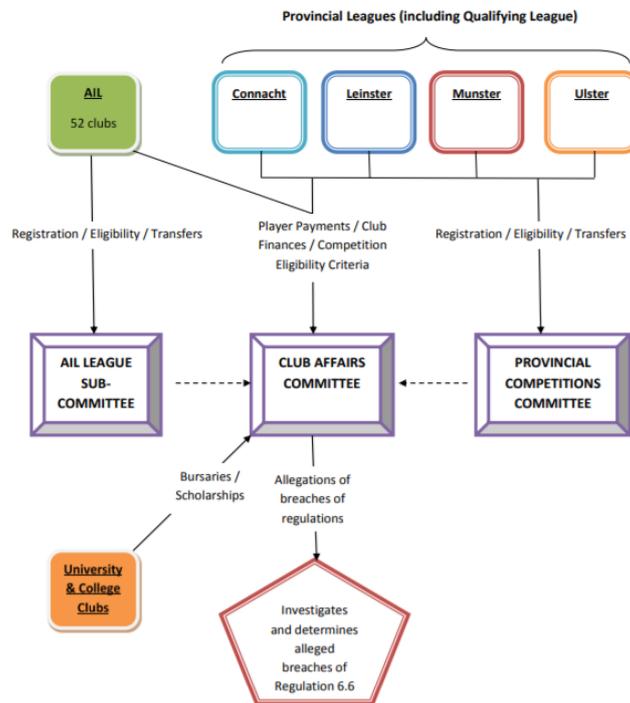
The above table highlights that 17 clubs are below the 10-member threshold. One interviewee suggested the possibility of the IUC providing greater oversight on the club on this issue. Should a club fall to less than ten members, the IUC could inform the club that it has 1-2 years to increase numbers above the threshold. A number of clubs have been proactive in recent years in creating marketing collateral and innovative thinking to increase club membership.

## **2.2. Appropriate financial and management controls**

The IUC is required to produce yearly financial accounts and, according to best practice, it is recommended that the NGB monitors income and expenditure against the budget on a regular basis as well as having in place appropriate financial management procedures. The IUC has a treasury policy which outlines protocols regarding the claiming of expenses. The IUC also produces yearly operational plan which is in accordance with the overarching strategic plan.

Reporting, transparency and monitoring of financial accounts has become a crucial role for any NGB. For example, the Irish Rugby Football Union has adopted an active role in ensuring clubs report annual accounts. In February 2013, the IRFU Committee adopted the recommendations of its Club Sustainability Working Party, which were formulated in response to the findings of widespread consultation through Club Engagement meetings over the course of the 2011-12 season. The Club Affairs Committee works in parallel with other sub-committees, such as the Disciplinary Sub-Committee. All provinces and AIL clubs will report to the Club Affairs Sub-Committee.

The Follow chart below outlines the inter relationship between the Club Affairs Committee and Provinces



Clubs submit annual accounts to their regional branch, who log a record before forwarding the information to the IRFU. Regulation 6 saw the establishment of the Club Affairs Sub-Committee to oversee the club compliance within the NGB. The role of the Club Affairs Sub-Committee includes:

- The investigation of club finances, where it has reason to believe that a club may be in breach of regulations
- The scrutiny of individual player transfers, where it has reason to believe that these may be in breach of regulations
- Especially, any alleged breach of regulation in respect of the payment of players

Currently, the IUC has no such structure in place which is similar to the IRFU. The benefits of the IUC in undertaking a similar approach include:

- Enhanced leadership role of the NGB
- Accountability of the NGB regarding grassroots finances
- Greater clarity to situations of all clubs
- Definitive governance, compliance and complaint structures in place regarding club finances<sup>9</sup>

The case study of the IRFU offers an insight of best practice for an NGB. The IUC is at the beginning of this process. Sport Ireland's commitment, through the National Sport Policy, to bring sports clubs and NGB's under the remit the Governance Code means that the IUC must begin to plan how to oversee this transition. 78% of survey respondents outlined that clubs would be willing to share their financial accounts with the IUC, for the purposes of best practice, security and governance.

<sup>9</sup> Irish Rugby Football Union, "Regulation 6 and Club Sustainability: Guidance for Clubs," 2014, [http://www.irishrugby.ie/downloads/IRFU\\_Reg6Booklet.pdf](http://www.irishrugby.ie/downloads/IRFU_Reg6Booklet.pdf)

### 3. Being Transparent and Accountable

This governance principle relates to having systems and policies in place to show clearly what the NGB and clubs do, what is achieved and how resources are used to its various stakeholders - beneficiaries, members, staff, funders, regulators and the general public. The NGB should produce a yearly activity report and make it widely available.<sup>10</sup>

From a random sample of 12 clubs, a limited number of clubs currently publish detailed annual accounts.

Club	Accounts
Marlin Subaqua	2017 (abridged)
Naas Subaqua	2017 (abridged)
Sheephaven Subaqua	No Accounts Available
Wexford Subaqua	2016 Available
Athlone	2016 Available
Burren	2016 Unaudited
Irish Subaqua	2017 Available
Kilkee Subaqua	2017 (abridged)
Kilkenny	2017 Available
Kish	2017 (abridged)
Ennis Subaqua	No Accounts Available
West Cork	No Accounts Available

#### 3.1. Identifying those who have a legitimate interest in the work of the sport and making sure there is regular and effective communication with them

The IUC produces yearly accounts available to the public on Benefacts but not on the organisation's website. While the IUC is not a charity and therefore not regulated under the Charities Act (2009), transparency by providing annual reports, accounts and board minutes is still recommended. The IUC can consider additional ways in which members and stakeholders can be kept informed, such as a newsletter or via the website. The IUC is compliant with Sport Ireland regulations. In 2017, Sport Ireland reviewed the accounts of the IUC to check financial viability and health. This resulted in the awarding of the next stage of grant funding.

#### 3.2. Responding to stakeholders' questions or views about the running of the organisation.

Best practice recommends that the annual meeting is used to listen to the views of stakeholders about the work of the IUC and a clear system in place for dealing with correspondence, feedback and complaints to the IUC.

Currently, the only system in place for open consultation of members is the AGM. This top down approach to communicating changes and additions regarding reporting was described by one interviewee as "the executive beating clubs with a stick." In the past, the IUC ran development forums which brought club committees together outside of the AGM setting. It is recommended that a similar structure be re-established to allow for the communication of updates, feedback and wider development in the area of transparency and accountability.

<sup>10</sup> Sport Ireland, "Principles of Governance," [https://www.sportireland.ie/Governing\\_Bodies/Governance/Principles-of-Governance/](https://www.sportireland.ie/Governing_Bodies/Governance/Principles-of-Governance/)

### **3.3. Encouraging and enabling engagement with those who benefit from the sport in planning and decision-making.**

Best practice recommends that the IUC actively seeks feedback and consults with stakeholders. If members become disengaged or feel the organisation is not moving in the right direction, then the Board itself will lose legitimacy to act on their behalf.<sup>11</sup> In 2013, the IUC carried out a membership report. This consultation exercise was positive in engaging and hearing from clubs with mixed findings emerging. Strengths lay in areas such as expertise, networking opportunities and value for money whereby limitations indicated at the time of consultation a perceived disconnect between the NGB and clubs.

Stakeholders through the consultation process cited a strong appetite for training and information evenings ran by the IUC. However, it was recommended that training is not a top down approach. A training and development subcommittee is recommended, across all regions, to input into the development and rollout of the training. The individuals appointed would have an in-depth knowledge of their respective region, particular training topic, and be known to the clubs.

One interviewee outlined “the use of case studies allows for greater learning and for clubs to learn from each other.” To highlight best practice across the regions, the IUC could gather best practice case studies and provide to clubs at training events and on the website. These could be in the areas of governance, membership development, effective committees and fundraising.

## **4. Working Effectively**

This governance principle relates to the need for board members to have a clear understanding of their roles and responsibilities and about having documented procedures and policies on how the board and the individual board members will fulfil their duties.<sup>12</sup>

### **4.1. Board members have a clear understanding of their roles, responsibilities and duties**

According to best practice, IUC board members and club committee members need to understand, be familiar with, and adhere to their constitution. In line with good governance principles, the club constitution will now include rotation of committee positions. Type A organisations must clearly set this out in the club constitution. Currently, many clubs are relying on core members to continually take on committee responsibilities. In an effort to address this, one interviewee suggested a “shadowing system for club committees.” This would allow committee members to train other members to fulfil the position at a later time, while also encouraging greater participation. Many clubs utilise a buddy system for new members. As one interviewee explained “a buddy system would bring a warmer welcome and initiation phase to new members, which may lead to greater involvement thereafter.”

### **4.2. There are appropriate procedures and processes in place for board recruitment, development and retirement**

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<sup>11</sup> Better Boards Strong Sport Project, “Better Board Stronger Sport Toolkit,” [https://www.sportireland.ie/Governing\\_Bodies/NGB\\_Support\\_Kit/Better-Boards-Stronger-Sport-Toolkit/Download-the-online-optimised-Better-Boards-Stronger-Sport-toolkit.pdf](https://www.sportireland.ie/Governing_Bodies/NGB_Support_Kit/Better-Boards-Stronger-Sport-Toolkit/Download-the-online-optimised-Better-Boards-Stronger-Sport-toolkit.pdf)

<sup>12</sup> Sport Ireland, “Principles of Governing,” [https://www.sportireland.ie/Governing\\_Bodies/Governance/Principles-of-Governance/](https://www.sportireland.ie/Governing_Bodies/Governance/Principles-of-Governance/)

The IUC adheres to best practice regarding term times of the executive whereby “no officer...may serve for a period in excess of 6 years consecutively, and no Officer may serve in any one position for a period in excess of 4 years. Any officer having served for 6 years shall not be eligible to become a member of the Executive for a further period of 2 years.”

Elected Board members can provide useful insight into the sport. It is recommended that the skills, attributes and experience that are needed on the board each year are reviewed and a decision as to how to develop existing board members or recruit new members to meet these needs established. However, only elected board members may be restricting the skills available. While board members need to be selected according to the rules laid out in the governing document and the need to promote equal opportunities and diversity at board level, the IUC may consider appointing board members from outside the sport as this may result in a more balanced board in terms of skill and diversity. When looking to implementing change across the sport, the IUC should consider options such as Board Match to bring in external experts to work with the Board. Here, the IUC would bring in this individual as a subcommittee member participating on a quarterly basis or a full board member. An external Board member, with particular expertise not yet held by the current Board, could offer unique insight into how the sport can adequately develop and address particular challenges.

Clubs require to identify a Chairperson, Diving Officer, Secretary, Treasurer and Child Protection Officer and decide when and how the positions will be rotated. Clubs need to decide and record how decisions will be taken at meetings and once a year discuss who might be interested in joining the board and who might want to leave. Clubs need to follow the rules about election to the board as laid out in the governing document.

### **4.3. Regular meetings that are effective**

The most effective way of running a club is to schedule regular meetings of the Club Management Team to discuss club business. Regular meetings promote effective communication, increase awareness of knowledge and developments and provide a platform for addressing challenges. Some key steps to ensuring that meetings are effective include:

- Establishing a regular meeting date and time
- Setting an agenda
- Circulating the agenda in advance, including time and location
- Starting on time and ending on time
- Recording and circulating the minutes

Following up on actions arising from the meeting Minutes of Club Management Team meetings may be kept confidential to the committee but should be recorded and stored appropriately for future reference and for historical records in the lifetime of the club.

Club Management Team members should be mindful that Data Protection legislation permits an individual to request a copy of any written information pertaining to that individual to be made available, if so requested.

Additionally, some clubs have experienced difficulties in arranging committee meetings, due to factors such as timing and geography. One interviewee suggested that the IUC could investigate the possibility of a technological solution to this problem and explicitly written into the constitution that committee meetings can take place remotely via conference call etc. Agendas should be set prior to a committee meeting, ideally circulated at least the day before.

## Recommendations:

1. The IUC to undergo a skills audit for its Board. Gaps identified in the skills audit will be filled through the IUC seeking external experts through Board Match or similar channels.
2. The IUC to develop a more diversified funding model. The conversion of the Subsea magazine to an electronic version would allow the IUC to reinvest in other areas.
3. The IUC to establish a dedicated implementation advisory panel to oversee the implementation of these recommendations. The panel may contain a limited number of the Board, Executive and also wider members of the diving community. As a result, it would ensure IUC and club accountability during the implementation phase.
4. The IUC to change the club constitution to include rotation time of committee members, allow for committee meeting to take place electronically. The IUC to enforce rule that any other changes made to club constitutions must be approved by the IUC.
5. The IUC to encourage clubs to increase the number of non-diving and snorkelling members by informing clubs of the benefits of non-diving members. Furthermore, the IUC would benefit from additional marketing of the relatively low price of non-diving membership.
6. The establishment of a subcommittee that can help the IUC implement the creation of training evenings for clubs and run sessions where appropriate. This subcommittee will work with the IUC to develop case studies and templates of best practice for clubs. The training subcommittee will mirror the structure of the technical commission.
7. The IUC to have a more active presence regionally and locally. The IUC to consult with RDO's annually to agree calendar of year. This encourages greater cohesion and allows IUC greater oversight to regional and local events. This will allow IUC to attend local/regional events.
8. The IUC to roll out the development forum structure to ensure that stakeholder consultation takes place more often than once per year, which can be modelled on the Diving Officer and Training Officers fora which took place in 2018. This will also include the organisation of an annual development forum to bring treasurers together to be briefed on governance and accounting requirements.
9. Clubs to share their annual report and financial statements with the IUC every year. This could be through the GO Membership system.

## Indicative Implementation Timeline:

Short Term (1-3 Months)	Medium Term (3-6 Months)	Long Term (6-12 Months)
Board skills audit (no cost, internal)	Include rotation of committee members onto sample club constitution (no cost, internal)	Roll out of development forum structure (additional cost)
Implementation Advisory Panel (no cost, internal)	Establish subcommittee to input on training evenings (additional cost)	Diversifying funding model (additional resources required, internal)
	Increase non-diving/snorkelling membership (additional cost)	Clubs to share annual reports with IUC (no cost if existing technology is used)
		IUC to have a more active presence regionally and locally (additional cost)