

**Sport Ireland
Briefing Paper for the
Public Accounts Committee
June 2023**

Table of Contents

Introduction	3
History and role	3
Our Vision	3
Values	3
How we work.....	4
Our partners	4
National Governing Bodies	4
Local Sports Partnerships.....	6
Funded Bodies	7
Operational Areas	7
High Performance.....	7
Institute	7
Campus Development	7
Anti-Doping.....	8
Coaching	8
Ethics.....	8
National Governing Bodies	8
Participation.....	8
Organisational Development and Change	8
Governance and Strategy	9
2022 – Points to Note.....	10
Objectives & Activities	11
Objective 1: Participation.....	11
Local Sports Partnerships.....	11
Outdoors.....	12
Widening Participation in Sport.....	12
Women In Sport.....	13
Diversity and Inclusion.....	14
Objective 2: Performance.....	15
National Governing Bodies	15
Coaching	15
Safeguarding	15
Objective 3: High Performance	16
High-Performance Strategy	16

2022 High-Performance Investment	16
Sport Ireland Institute.....	16
High performance at major international events 2022	17
Objective 4: Governance.....	17
Anti-doping	17
Governance Code for Sport.....	18
Organisational Development and Change	18
Women in Sport Leadership	18
Sport Ireland Campus	19
Sport Ireland Facilities Designated Activity Company.....	19
Compliance	20
Internal Audit.....	20
FAI Governance Oversight Group.....	21
Challenges	21
Campus Development	21
Global arena	21
Staffing and recruitment.....	21

Introduction

Sport Ireland is the statutory authority tasked with leading, advocating and providing directed funding for the development of sport in Ireland.

History and role

Sport Ireland was established on October 1, 2015¹. It is the authority tasked with the development of sport in Ireland. This includes participation in sport, high-performance sport, anti-doping, coaching and the development of the Sport Ireland Campus.

Sport Ireland is a body under the aegis of the Department of Tourism, Culture, Arts, Gaeltacht, Sport, and Media and has an oversight agreement in place with this Department.

Sport Ireland supports the delivery of the government's National Sports Policy (2018 – 2027²) which recognises the influence and importance of sport across Irish society.

Our Vision

A world-class sports sector operating to the highest standards of governance and accountability and contributing towards the National Policy objectives for sport.

Values

Sport Ireland recognises that there are values which are central to the development of Sport in Ireland.

- **Player:** We respect the right of everyone to invest in, participate in and achieve their potential in sport
- **Team:** We work collaboratively to achieve shared goals
- **Fairplay:** The development of sport must be based on a strong ethos of fairplay
- **Precision:** Sport generates great passion; it must also be exact in showing what it can deliver for individuals and communities
- **Research:** Strong research programmes provide an empirical basis for practice and policy

¹ <https://www.irishstatutebook.ie/eli/2015/act/15/enacted/en/html>

² <https://www.gov.ie/en/publication/aaa7d9-national-sports-policy-2018-2027/>

How we work

As the statutory development agency for sport, Sport Ireland focuses its work on ensuring that Ireland is an active nation where people are encouraged to start, continue to participate, progress, and achieve in sport.

Key to this is, working closely with its partners, to optimise the effectiveness and impact of the agencies, people and places providing sporting opportunities.

To do this Sport Ireland works to.

- Support its partners, particularly NGBs and LSPs, to increase levels of introductory and sustained participation in sport and physical activity – for all.
- Deliver high-performance sport success.
- Communicate the value and benefits of, and lead national thinking on, sport.
- Develop a stronger and more effective, safe, fair sports sector with the ambition to achieve the highest standards of governance.
- Increase the number and quality of coaches, officials, administrators and volunteers who run and support sport.
- Promote diversity and inclusion and be proactive in supporting the sector to provide opportunities for lifelong participation in sport for everyone.
- Optimise the impact of Government investment in sport.

Our partners

Sport Ireland provides support for over 100 sports organisations including National Governing Bodies, Local Sports Partnerships, and other funded bodies.

National Governing Bodies

1. American Football Ireland
2. Angling Council of Ireland
3. Archery Ireland
4. Athletics Ireland
5. Badminton Ireland
6. Basketball Ireland
7. Baton Twirling Sport Association of Ireland
8. Bol Chumann na hÉireann
9. Bowling League of Ireland
10. Canoeing Ireland

11. Cricket Ireland
12. Croquet Association of Ireland
13. Cycling Ireland
14. Deaf Sports Ireland
15. Diving Ireland
16. Fencing Ireland
17. Football Association of Ireland
18. GAA Handball Ireland
19. Gaelic Athletic Association
20. Golf Ireland
21. Gymnastics Ireland
22. Hockey Ireland
23. Horse Sport Ireland
24. Horseshoe Pitchers Association of Ireland
25. Ice Skating Association of Ireland
26. Irish Amateur Wrestling Association
27. Irish Athletic Boxing Association
28. Irish Clay Target Shooting Association
29. Irish Ice Hockey Association
30. Irish Judo Association
31. Irish Martial Arts Commission
32. Irish Olympic Handball Association
33. Irish Rugby Football Union
34. Irish Sailing Association
35. Irish Squash
36. Irish Surfing Association
37. Irish Tenpin Bowling Association
38. Irish Waterski & Wakeboard Federation
39. Irish Wheelchair Association Sport
40. Ladies Gaelic Football Association
41. Motorcycling Ireland
42. Motorsport Ireland
43. Mountaineering Ireland
44. National Aero Club of Ireland
45. National Community Games
46. ONAKAI
47. Orienteering Ireland
48. Pitch and Putt Union of Ireland
49. Racquetball Association of Ireland
50. Rowing Ireland
51. Rugby League Ireland
52. Snooker & Billiards Ireland
53. Special Olympics Ireland
54. Speleological Union of Ireland
55. Swim Ireland
56. Table Tennis Ireland
57. Taekwondo Ireland

58. Tennis Ireland
59. The Camogie Association
60. Triathlon Ireland
61. Trout Anglers Federation of Ireland
62. Tug of War Ireland
63. Vision Sports Ireland
64. Volleyball Ireland
65. Weightlifting Ireland

Local Sports Partnerships

1. Carlow
2. Cavan
3. Clare
4. Cork
5. Donegal
6. Dublin City
7. Dún Laoghaire Rathdown
8. Fingal
9. Galway
10. Kerry
11. Kildare
12. Kilkenny
13. Laois
14. Leitrim
15. Limerick
16. Louth
17. Longford
18. Mayo
19. Meath
20. Monaghan
21. Offaly
22. Roscommon
23. South Dublin County
24. Sligo
25. Tipperary
26. Waterford
27. Westmeath
28. Wexford
29. Wicklow

Funded Bodies

1. Federation of Irish Sport
2. Irish Special Schools
3. Student Sport Ireland
4. Paralympics Ireland
5. Pentathlon Ireland
6. Olympic Federation of Ireland
7. Snowsports Association of Ireland
8. Active Disability Ireland (Formerly Cara)
9. Ireland Active
10. Age & Opportunity

Operational Areas

High Performance

Sport Ireland supports the development of systemic and sustainable programmes which yield performances by athletes and teams at European, World, Olympic and Paralympic levels. The remit focuses on investment, governance, and strategic actions leading to positive system outcomes. Sport Ireland oversees the provision of investment to individual athletes, teams, and performance programmes. This cohesive funding model is underpinned by the Sport Ireland High-Performance Strategy 2021-2032.

Institute

The Sport Ireland Institute is set up to influence, support and ensure that talented Irish athletes achieve sustained levels of excellence in elite sport. By working with a network of highly experienced, quality-assured service providers, Sport Ireland Institute ensures that athletes have access to the sports science and sports medicine that they need to achieve sustained levels of excellence in elite international sport.

Campus Development

Sport Ireland is responsible for the development of the Sport Ireland Campus; this includes the implementation of the campus masterplan; overseeing the development of individual facilities on the campus; the development of strategies and proposals for future facility development and use; and promoting the use of the campus at all levels from high performance to participation and by members of the public generally. Responsibility for the day-to-day operation of campus facilities rests with a wholly owned subsidiary of Sport Ireland (Sport Ireland Facilities DAC).

Sport Ireland Facilities DAC

The Company is a subsidiary of Sport Ireland and is responsible for the day-to-day management and operation of the Sport Ireland Campus facilities, including the Sport Ireland National Indoor Arena, the National Aquatic Centre, the National Horse Sport Arena, the National Diving Training Centre, the NSC synthetic and turf pitch facilities, the Campus Conference Centre, and the Modern Pentathlon Centre. The

Company is also responsible for the day-to-day operation and maintenance of office accommodation for sports bodies based on the Campus.

Anti-Doping

Sport Ireland operates the national anti-doping organisation of the State. Its functions include the implementation of guidelines, codes of practice, standards of good conduct, fair play, and the elimination of doping in sport. As well as planning, implementing, and evaluating education and information programmes.

Coaching

Sport Ireland has the lead role for sports coaching in Ireland on an all-island basis. Working in partnership with the NGBs and the wider sporting sector, we lead the development of sports coaching in Ireland through the implementation of a quality coach and tutor education support programme.

Ethics

Sport Ireland's safeguarding remit is to develop and disseminate guidelines and codes of practice promoting best practices for the protection of children in sport consistent with child protection guidance and legislation. To advance this function Sport Ireland engages with over 60 autonomous National Governing Bodies of Sport to raise awareness of and promote behaviours to uphold good practice and fair play in all sport.

National Governing Bodies

The National Governing Bodies of Sport (NGBs) recognised by Sport Ireland are at the centre of Irish sport. They are key delivery agencies to achieve the strategic and operational goals of Sport Ireland. The work of NGBs feeds into and complements the strategic priorities identified in both the National Sports Policy and the Sport Ireland strategy.

Sport Ireland works in partnership with NGBs to make them more effective in developing their sport and servicing the needs of their members. One of the main priorities of Sport Ireland is to strengthen and develop the capabilities of NGBs in Ireland.

Participation

Sport Ireland works to increase participation in sport nationwide in line with the National Sports Policy. The objective is pursued through our work with our network of Local Sports Partnerships, our Women in Sport Policy, our work in Outdoors and through the encouragement of Cross Collaboration between the sports sector.

Organisational Development and Change

Support to the sports organisations which receive funding from Sport Ireland including National Governing Bodies and Local Sports Partnerships is delivered by Sport Ireland's Organisational Development and Change unit. There are several aspects to the unit's work, which include Capability Building, Organisational Development & Change Interventions and Networks.

Governance and Strategy

Sport Ireland focuses on managing and coordinating various governance activities, initiatives, and strategic programmes through its Governance & Strategy Unit, in accordance with the Government's National Sports Policy and Sport Ireland's Strategy.

Research and Innovation

Sport Ireland works in the areas of Research, Evaluation, and Innovation to develop insights and support solution generation in the areas of participation, performance, and high-performance sport.

2022 – Points to Note

€82 million was invested in our National Governing Bodies

This investment ensures NGBs and thousands of grassroots sports clubs across the country could continue to develop and deliver sport at a local level.

105 Major Medals were won across 15 sports in 2022

2022 was the highest-ever recorded medal achievement by Sport Ireland-funded programmes at major international events. Over 100 major medals were won by Irish athletes and teams.

433,554 people participated in initiatives by Local Sports Partnerships

Our network of 29 Local Sports Partnerships delivered 1,434 participation initiatives in 2022.

92% of the sector self-declared compliance with the Governance Code for Sport

A 13% increase in compliance by National Governing Bodies (NGBs) and Local Sports Partnerships (LSPs) with the Governance Code for Sport.

Over 8,000 people were surveyed in our regular Irish Sports Monitor survey

The results of this significant survey help us to track activity levels across the Irish adult population.

12 Objectives were set as part of the publication of our first-ever Diversity and Inclusion Policy

By enacting this policy, we hope to see more people from diverse communities participating and engaging in lifelong sport and physical activity.

520 acres will be developed as part of the Sport Ireland Campus Masterplan

The Sport Ireland Campus will be a local, national, and international centre for sporting excellence within Ireland.

Objectives & Activities

Sport Ireland's statement of strategy for 2018-2022 is based on the four key pillars:

- Participation (Lifelong and Inclusive Sport).
- Performance (Playing and competing at a level appropriate to ability).
- High Performance (Reaching Ireland's potential at the highest levels of competition); and
- Sport Ireland Governance (Drive the development of a highly effective sports sector that will have an impact throughout the country).

Objective 1: Participation

Sport Ireland's Statement of Strategy 2018 – 2022 targeted an increase in the percentage of the population engaging in sport and physical activity to 46%. It also aimed to reduce the levels of sedentary adults to 19% and to reduce the sport participation gradient between men and women to 2.5%.

The percentage of the population engaging in sport and physical activity in 2019 was on target at 46%. Over the course of the pandemic this dropped to 40% but in 2022 has increased again to 43%.

In 2019 the levels of sedentary adults as measured in the Irish Sports Monitor was 20%, in 2022 this had risen/dropped to TBC%. In 2019 the levels of sedentary adults as measured in the Irish Sports Monitor was 20%, in 2022 this had risen to 21%.

While in 2019 the participation gradient between men and women dropped to 3%, progress was hampered over the course of the Covid-19 pandemic, and the gradient was 5% in 2022.

Sport Ireland remains committed to prioritizing investment in areas of disadvantage, with a specific focus on children and older adults who have greatly suffered due to the pandemic, as well as the ongoing implementation of the Participation Plan, Women in Sport Policy, Outdoor & Disability policies.

Local Sports Partnerships

Every day in communities across the country, Sport Ireland through its network of Local Sports Partnerships helps people to get active and removes barriers to sport and physical activity.

In 2022, 29 LSPs continued to provide national coverage for sports participation programmes and services. Sport Ireland invested €15.2m to 29 LSPs through Core, Dormant Accounts and Return to Sport funding. Through Sport Ireland funding, every LSP now has a minimum of 5 core staff, a coordinator, an administrator, a sports inclusion disability officer, a community sports development officer and one additional officer, based on local needs.

In response to the COVID-19 pandemic, Sport Ireland also invested an additional €1.2m into the LSP network to support the resumption of sport and physical activity.

LSPs provided opportunities which allowed 433,554 people to participate in 1,434 locally delivered participation initiatives in 2022.

In 2022, Sport Ireland held the national launch of the Dormant Accounts-funded Active Cities project. The vision of Active Cities is to engage, maintain and increase the number of citizens, regardless of age and ability, participating in sport and physical activity. This project is having a positive impact on LSP and LA relationships and collaboration. In 2022, through Dormant Account Funding, Sport Ireland funded a further 10 Community Sports Hubs in its network of LSPs, meaning there is now a Community Sports Hub in every county.

Outdoors

Sport Ireland continued to promote all developed recreational trails in Ireland on the National Trails Register. In 2022, 313 trails were inspected, which brought the total of trails on the National Trails Register to 868 trails at the end of 2022.

Sport Ireland began the 18-month implementation phase of a base register and digital database for sport and recreation amenities through support from the Healthy Ireland Fund. The implementation phase includes extensive stakeholder engagement, data procurement, brand development, technical development, evaluation framework development and a communications plan. The database is on track to be launched in 2023.

The National Outdoor Recreation Strategy - Embracing Ireland's Outdoors, was launched in 2022 by the Department of Rural and Community Development. The development of this cross-governmental and cross-organisation strategy was supported by the Outdoors Unit in collaboration with the whole outdoor sector. Through the Outdoor unit's leadership and support in its development, we have been identified as a key leader in outdoor recreation in Ireland and as a result, the unit is tasked as a lead for several actions within the strategy.

Widening Participation in Sport

Inclusion is a core value of the National Sports Policy 2018-2027. The commitment by Sport Ireland to address inequalities in sports participation is highlighted within three key policies.

1. Sport Ireland's Policy on Women in Sport.³
2. Sport Ireland's Policy on Diversity and Inclusion in Sport.⁴
3. Sport Ireland's Policy on Participation in Sport by People with Disabilities.⁵

³ https://www.sportireland.ie/sites/default/files/2019-11/wis_policy.pdf

⁴ <https://www.sportireland.ie/sites/default/files/media/document/2022-05/Sport%20Ireland%20Policy%20on%20Diversity%20and%20Inclusion%20in%20Sport.pdf>

⁵ <https://www.sportireland.ie/sites/default/files/media/document/2020-05/sport-ireland-policy-on-participation-in-sport-by-people-with-disabilities.pdf>

These policies are implemented through a range of measures undertaken directly by Sport Ireland, through its National Governing Bodies of Sport (NGBs), Local Sports Partnerships (LSPs), Paralympics Ireland, Special Olympics Ireland, Cara Sport Inclusion Ireland, and Age and Opportunity Ireland.

A wide range of funding is invested in programmes by our partners to deliver an inclusive sport sector in Ireland.

Women In Sport

In July 2021 Sport Ireland announced an investment in its Women in Sport Programme of €4m over the two years 2021 and 2022. This funding contributed to the implementation of over 150 women in sport projects/initiatives in National Governing Bodies and supports Sport Ireland's vision for women in sport as one where women have an equal opportunity to achieve their full potential while enjoying a lifelong involvement in sport. €265,000 in Women in Sport funding was provided to the LSP network in 2022. There was also increased funding under Dormant Accounts and Core Funding whilst additional COVID-19 funding for the sector also created additional participation opportunities.

In line with Sport Ireland's Women in Sport Policy published in 2019, Sport Ireland continued to support women's sustained involvement in sport as coaches, volunteers, club members, athletes, advocates, leaders, and participants from grassroots to the podium.

In June 2022, work commenced on the creation of a brand identity for the Girls Get Active project. The brand (Her Moves) is now used by organisations when rolling out physical activity programmes that target teenage girls using certain criteria around programme design.

In June 2022, Sport Ireland selected 12 candidates for its successful media training programme targeting female pundits and analysts. Those selected were chosen by a judging panel consisting of media experts. Candidates attended three days of training between 18 June and 23 July.

In October 2022, Sport Ireland provided support to The Shona Project, organisers of the Shine Festival. With over 2000 girls attending in person, and up to 15,000 online, the festival was an empowering event featuring many speakers on topics such as self-esteem, resilience, career, arts, wellness, mental health, sports, people, planet, and social issues. Support for the festival is part of a wider Sport Ireland project targeting teenage girls to encourage and motivate them to be more active.

In December 2022, Sport Ireland hosted the first-ever, Women in Sport Coaching Conference. Attracting over 250 coaches on the day, the event was opened by Minister Chambers and consisted of multiple guest speakers and breakout sessions.

Diversity and Inclusion

The Sport Ireland Policy on Diversity and Inclusion in Sport⁶ was published in May 2022, and expresses its vision for a sport sector that celebrates diversity, promotes inclusion, and is proactive in providing opportunities for lifelong participation for everyone.

The Policy identifies 5 strategic pillars that highlighted gaps and future opportunities for diversity and inclusion in sport, and which guide us in our implementation of the policy.

Those Pillars are Change, Communication, Access, Capacity & Leadership.

To support the delivery of this policy, 12 high-level objectives were devised under those 5 strategic pillars.

The Sport Ireland Diversity and Inclusion in Sport Advisory Group, formed in November of 2022, assists, advises, and provides guidance to Sport Ireland about its actions regarding the implementation of the Sport Ireland Policy on Diversity and Inclusion in Sport, and the promotion of an inclusive sports sector in Ireland. Membership of this group consists of individuals from a range of backgrounds and organisations with a variety of experience and expertise.

The Migrant Integration Strategy explicitly recognises the potential for sport to support the integration of migrants through encouraging active participation, volunteering, and involvement in governance. Sport Ireland is represented on the Active Citizenship Subcommittee of the Migrant Integration Strategy Monitoring and Coordination Committee.

In 2022, Sport Ireland continued its collaboration with Sporting Pride to run an annual campaign supporting the LGTBI+ community. The #LetsGetVisible campaign aims to acknowledge and support the importance of visibility and representation amongst the LGTBI+ community, focusing specifically on the sport sector.

In Q4 of 2022, Sport Ireland commenced a project to develop guidance and supports for the sport sector around transgender and non-binary inclusion in sport and physical activity. It is intended that this project will conclude in 2023.

⁶ <https://www.sportireland.ie/sites/default/files/media/document/2022-05/Sport%20Ireland%20Policy%20on%20Diversity%20and%20Inclusion%20in%20Sport.pdf>

Objective 2: Performance

National Governing Bodies

The NGBs recognised by Sport Ireland are at the centre of Irish sport. During 2020 and 2021, COVID-19 restrictions led to large-scale decreases in sporting activities across the country. National and international competition, participation opportunities, individual and community well-being and social capital were all severely hampered. In response to this threat, the Government provided targeted COVID-19 Resilience & Recovery Funds. This investment addressed the immediate financial and operational needs of the Sector.

Notwithstanding the financial support provided, several longer-term, more complex challenges are now emerging following COVID-19. The two-year hiatus in traditional sporting activities compounded with labour market shortages, decreased volunteer bases and historic rises in inflation continues to challenge the sports sector.

In response, 2022 saw an increase in NGB investment with an additional €1,155,000 being invested in the sector bringing the total Core funding levels up to €15m. This investment was complemented with further COVID-19 funding of €15m and Energy Scheme funding of €35m.

Throughout 2022 the NGB Unit distributed over €82 million across 12 Investment programmes such as Core Funding, Women in Sport, Dormant Accounts and Healthy Ireland. This investment ensures NGBs and thousands of grassroots sports clubs across the country could continue to develop and deliver sport at a local level.

Coaching

Sport Ireland aims to be a leading agency for sports education in Ireland. To meet this ambition in 2022, the Certificate in Sports Coach Development was rolled out to National Governing Bodies. The Certificate in Sports Coach Development is recognised by Quality and Qualifications Ireland (QQI) and is included on the National Framework of Qualifications as a Level 7 Special Purpose Award. Learners who complete the qualification receive a QQI certificate and 45 credits, which they can use to access Further and Higher Education.

As part of the European Week of Sport, Sport Ireland in partnership with the Local Sport Partnership Network and hosted a series of ICOACHKIDS Regional Coaching Conferences for coaches of children and teenagers, in Donegal, Sligo, Limerick and Waterford. The first-ever Women in Coaching Conference was held in December 2022 with hundreds of coaches attending a daylong conference.

Safeguarding

Sport Ireland operates several activities to support National Governing Bodies meet their child safeguarding and child protection responsibilities. This includes training, workshops, and audits.

In 2022, over 6,500 clubs across 62 National Governing Bodies completed the safeguarding audit. Over 5,600 workshops were delivered through National Governing Bodies and Local Sports Partnerships.

To continue to deliver workshops Sport Ireland offers Tutor training in Safeguarding and child protection. In 2022, 11 new tutors were trained to deliver Basic Awareness workshops.

Objective 3: High Performance

High-Performance Strategy

The Sport Ireland High-Performance Strategy 2021-2032 is a long-term plan for Ireland's high-performance system which has set challenging, yet achievable, targets and has detailed clear actions across seven strategic areas. In the first two years of its delivery, Sport Ireland has prioritised the achievement of objectives relative to high-performance investment, athlete supports, world-class coaching and services, and governance (Strategic Pillars 1 to 4). The Strategy has benefitted from increased resources in its early years of delivery, which has enabled these significant system advancements. This can be evidenced in the continuation of multi-year funding, and athlete supports such as the Athlete Transition Programme and the new player funding scheme for Women's Hockey.

2022 High-Performance Investment

Sport Ireland invested over €21m in high-performance sport in 2022 (including the Sport Ireland Institute). This investment included: €10.721m to NGBs for the delivery of their high-performance programmes; €3.685m in direct athlete funding through Sport Ireland's International Carding Scheme, the Athlete Career Transition (ACT) programme; the Player Funding Scheme (Women's Hockey); and the Golf Ireland Professional Scheme.

€950,000 in High-Performance Operations and Administration funding was allocated to the Olympic Federation of Ireland and Paralympics Ireland. In addition, Sport Ireland provided funding of €1.925m through High-Performance Impact Funding to fifteen NGBs and funded bodies in 2022. Impact Funding ensures there is a level of flexibility within the high-performance system and an ability to respond positively to performance opportunities or reasonable financial challenges within NGBs.

Sport Ireland Institute

A further €3.72m was provided to the Sport Ireland Institute for high-performance support services.

The Sport Ireland Institute provided support to 387 athletes in 2022. It also secured enhanced partnerships as the 'Official Performance Support Delivery Partner' to Team Ireland with the OFI and Paralympics Ireland.

High performance at major international events 2022

In NGBs directly supported by Sport Ireland through High-Performance Programme Funding, Ireland secured 105 major medals at major international events. This was the largest ever number of major international medals to date. Of these, 44 were at Senior level, with the remaining 61 coming from non-senior events (*U23/Junior/Youth Level*).

The high-performance system delivered 8 medals at World Championships in Olympic sports and 12 medals at World Championships in Paralympic sports. The performance results in 2022 are a key indicator of progression within the high-performance system, which is accelerated by increased investment.

Medal Breakdown

Total: 33 gold, 28 silver and 44 bronze medals.

Non-Senior: 16 Gold, 17 Silver, 28 Bronze medals.

Senior: 17 Gold, 11 Silver, 16 Bronze medals.

**Non-Senior: U23/Junior/Youth Level*

Across the Paris Cycle to date, Ireland has won 167 medals at major international events. This puts Ireland on course to achieve the target of 270 medals across the Cycle (as per the Sports Action Plan 2021-2023).

Objective 4: Governance

Anti-doping

Sport Ireland operates the Irish Sport Anti-Doping Programme and continues to make progress in the areas of testing, education, and research. The Programme is part of an international system and has a national and international reputation for excellence which is important for Irish sports and athletes competing at the highest levels of sport, domestically and internationally.

The Anti-Doping Unit continues to operate to the highest standards, evidenced by the maintenance of ISO certification following an audit in October 2022 and to play an influential leadership role at NADO and WADA meetings as a strong voice for clean and ethical sport. Sport Ireland was also deemed compliant with the World Anti-Doping Agency (WADA) Code in 2022.

In 2022 Sport Ireland also continued to contribute to the Council of Europe's Anti-Doping Convention Monitoring Group and the Council of Europe's Advisory Groups on Education and Science.

The Anti-Doping Unit conducted effective testing of high-performance sport and continued to increase the number of tests in certain sports. In 2022, Sport Ireland completed 1,415 blood and urine tests. The samples collected were from 27 different sports.

Governance Code for Sport

Under the National Sports Policy 2018 -2027 (Action 31), a requirement was introduced that all funded bodies must adopt the Governance Code for Sport (the Code) by 31 December 2021. To date, 93 (of 100 organisations within the sport sector) have self-declared adoption of the Code, four organisations have submitted paperwork that is currently under review by Sport Ireland and three organisations remain on their “adoption journey” with Sport Ireland awaiting paperwork to be submitted from them in due course. For those organisations that have yet to fully adopt the Code, the onus remains with the leadership and membership of these organisations to take ownership and accountability for embedding of recommended practices or dealing with governance challenges. Sport Ireland has engaged with some organisations via a liaison process which continues into 2023 and assists with a more structured approach to embedding good governance aligned with the Code.

Organisational Development and Change

Additionally, in 2022, Sport Ireland continued to offer further support to organisations under the “Gov-Enhance” Governance Support Programme, with 17 key events taking place and the programme culminating with the delivery of the Sport Ireland annual Governance Conference in November, which was attended by over 130 participants. The focus of the 2022 Conference was on the importance of Leadership in Governance, with a priority for the sport sector in increasing the gender balance within one of its primary leadership groups – it is governing Board. Minister Jack Chambers, TD addressed the Conference with further contributions and insights from the business, voluntary, charity and sport sector on the day.

Women in Sport Leadership

In December 2022, Sport Ireland released the latest Women in Sport Leadership Snapshot data, highlighting a further increase in the average number of women on boards, from 32% in 2021 to 36% in 2022. The snapshot also showed an increase in the percentage of women on the boards of LSPs from 37% to 39%. 50% of sporting bodies included in the data had achieved the required 40% target of women on their boards.

Sport Ireland Campus

In November 2022, the Government reaffirmed its commitment to the phased delivery of the Sport Ireland Campus and approved a new masterplan⁷ for its future development. The masterplan provides the framework for the long-term development of the campus over the next 15-20 years incorporating world-class sporting facilities for elite athletes, facilities for recreational and community use, office accommodation for National Governing Bodies and athlete accommodation. The vision for the campus is that it will be a local, national, and international centre for sporting excellence within Ireland, the home for the development of athletes and a focal point for the promotion of sport, health, and wellbeing within the community.

The National Velodrome and Badminton Centre is one of the first projects expected to be delivered under the masterplan. The objective of this project is to contribute to the success of high-performance programmes and to increase participation in both track cycling and badminton with positive impacts on both national pride and social well-being.

In December 2022, Fingal County Council notified Sport Ireland of its decision to grant planning permission. The final grant of planning was awarded in January 2023.

Sport Ireland Facilities Designated Activity Company

A subsidiary of Sport Ireland, Sport Ireland Facilities DAC is responsible for the day-to-day management and operation of the Sport Ireland Campus facilities. COVID-19 had a significant impact on operations on the Campus during 2021. In 2022, there was a return in visitor numbers compared to the previous two years. 799,681 visits were made to the National Aquatic Centre while there were 462,748 visitors to the National Indoor Arena and 103,172 to the Synthetic pitches. Overall, there were 1.3 million visits to the Campus in 2022, which compares with 1.6 million visitors in 2019, before the pandemic.

	2022	2021	2020	2019
Footfall				
National Aquatic Centre	799,681	262,390	317,976	1,045,660
Synthetic Pitches	103,172	68,540	81,536	107,101

⁷ <https://www.sportireland.ie/sport-ireland-campus-masterplan-vision>

National Indoor Arena	462,748	111,823	171,850	456,412
Total	1,365,601	442,753	571,362	1,609,173

Compliance

As a statutory agency operating under the aegis of the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media, Sport Ireland is subject to a range of statutory and corporate governance obligations including the Code of Practice for the Governance of State Bodies. Sport Ireland is required to ensure that all necessary obligations, including those for risk management, internal audit and the Public Spending Code are fully complied with.

Section 8.4 of the Code of Practice for the Governance of State Bodies requires Government Departments to ensure that they have written oversight agreements with State bodies under their aegis which clearly define the terms of the State body's relationship with the relevant Minister/parent Department. The oversight agreement is a written statement between the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media and Sport Ireland defining the respective roles and responsibilities of the Department and Sport Ireland and the terms of their relationship. An oversight agreement was in place with the Department for 2022.

Internal Audit

Sport Ireland has an outsourced internal audit function. There was an increased and unprecedented level of internal audit activity undertaken by Sport Ireland in 2021 and 2022 due to the allocation of COVID-19 funds to the sector in 2020/2021. As part of Sport Ireland's Internal Audit plan for 2022, several Business Units of Sport Ireland, National Governing Bodies and Local Sports Partnerships were selected for audit. 22 internal audit assignments were completed in 2022 (including an external quality review of the effectiveness of Sport Ireland's internal audit function).

The Audit & Risk Committee of the Board of Sport Ireland continue to monitor the status of all audits to ensure recommendations are implemented promptly. With specific regard to the audits of National Governing Bodies and Local Sports Partnerships, the Executive continue to monitor progress on the implementation of required recommendations and have scheduled liaison meetings where appropriate.

FAI Governance Oversight Group

The Memorandum of Understanding between the Minister of Transport, Tourism & Sport and the FAI (MOU) for the period 2020-2023 established the framework for the restoration of funding from the Government of Ireland to the FAI, the provision of additional funding over the period 2020-2023 and the responsibilities of each party.

The Governance Oversight Group was established under the MOU to oversee, review, and critically assess the FAI's implementation of and adherence to the requirements of the MOU for the period 2020-2023. The Group has met 13 times to date. Since 2020 the FAI have made significant progress on its reform agenda in the areas of Governance and Financial Reform.

Notwithstanding the progress to date, all parties agree that there remains work to be completed by the FAI on its reform agenda, and on fully embedding the recommended good governance and internal financial control practices across the Association. Sport Ireland and the FAI continue to liaise on all matters, and we ensure that the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media (and Minister) are kept informed of progress.

Challenges

Cost of Living

In 2022, in response to the rising energy costs crisis, all Sport Ireland recognised National Governing Bodies of Sport were invited to apply for support under the Sports Energy Support Scheme (SESS). The purpose of the funding was to support National Governing Bodies of Sport and their affiliated Clubs with the rising energy costs associated with the provision of sport throughout the winter period. Under the scheme, €19.2M was distributed to 30 NGBs, supporting 2,884 clubs throughout the sector.

Campus Development

Our Campus Masterplan lays out an ambitious plan for the development of the Sport Ireland Campus. The delivery of the Masterplan is dependent on the availability of capital funding and external factors including construction inflation.

Global arena

The achievement of major medals occurs in a global arena; it is dependent on stability in these environments to provide Irish athletes an opportunity to compete. Sport Ireland monitors closely actions by various International Federations which have a direct impact on Irish athletes and our medal targets outlined in our strategy.

Staffing and recruitment

The labour market in Ireland is extremely competitive and Ireland currently has the lowest unemployment rate since records began. Sport Ireland's ability to recruit and retain staff is impacted by this competitive market and is governed by Public Service limits and structures for recruitment and employment.



SPÓRT ÉIREANN
SPORT IRELAND

Annual Report 2021



2021 Sport Ireland Annual Report

Contents

Overview	2
1. Chairman Statement.....	3
2. Chief Executive’s Review.....	5
Sport Ireland Structure.....	7
3. Sport Ireland Board	7
4. Sport Ireland Staff.....	12
5. Sport Ireland Committee Overview.....	14
Performance Overview	16
6. National Governing Bodies.....	16
7. High Performance	20
8. Sport Ireland Institute	23
9. Sport Ireland Anti-Doping	27
10. Sport Ireland Campus.....	31
11. Sport Ireland Coaching	34
12. Sport Ireland Participation – Local Sports Partnerships.....	36
13. Sport Ireland Participation – Women in Sport.....	41
14. Cross Collaboration	46
15. Sport Ireland Ethics.....	50
16. Sport Ireland Outdoors.....	54
17. Organisational Development & Change	59
18. Research & Innovation	63
19. Sport Ireland Policy on Participation in Sport by People with Disabilities	67
20. Corporate Activity.....	69
21. FAI Governance Oversight Group	70
22. Strategy & Annual Planning	72
23. Protected Disclosures	78
24. Sport Ireland Compliance.....	78
25. Freedom of Information.....	84
26. Financial Statements	85
27. Appendices	128

Overview

Sport Ireland Vision:

A world-class sports sector operating to the highest standards of governance and accountability and contributing towards the National Policy objectives for sport

Sport Ireland Mission:

Sport Ireland leads the national sports agenda through:

- ✓ Communicating the value and leading the thinking on sport
- ✓ Promoting an inclusive and fair culture
- ✓ Generating value from finite resources
- ✓ Building strong sports organisations
- ✓ Realising the concept of ‘sport for life for everyone’
- ✓ Supporting high performance success

Sport Ireland Values:

Sport Ireland recognises that there are values which are central to development of Sport in Ireland.

Player: We respect the right of everyone to invest in, participate in and achieve their potential in sport

Team: We work collaboratively to achieve shared goals

Fairplay: The development of sport must be based on a strong ethos of fairplay

Precision: Sport generates great passion; it must also be exact in showing what it can deliver for individuals and communities

Research: Strong research programmes provide an empirical basis for practice and policy

1. Chairman Statement

Following a tumultuous year where sport took a back seat as a global pandemic took hold, 2021 was always going to be a year of recovery and re-evaluation. Notwithstanding a difficult start to the year for society as a whole, the arrival of vaccinations and other mitigations brought with it new found hope. We are glad that we can now look back on what was another great year for Irish sport at many different levels. The belated Tokyo Olympic and Paralympic games taking centre stage where, despite the difficulties left behind from Covid-19, the high performance sporting sector continued to show strength in resolve as we were treated to a successful showing from the athletes.

The Tokyo Olympic and Paralympic games were a critical element in the sporting calendar for 2021, with many Irish athletes representing their country with pride. While we witnessed success, the year is not overall judged on those two competitions. On the international stage we saw sustained success from our high performance teams and athletes in many competitions, while the National Governing Bodies and Local Sports Partnerships continued to support strong participation in sport among people of all ages.

One of the major developments in the high performance landscape over recent years is our ability to accommodate athletes for training and competition on home soil. Through continued investment, we are delighted to have been able to continue supporting our athletes through the expertise and facilities of the Sport Ireland Institute and the world-class venues on the Sport Ireland Campus. 2022 promises to be another exciting year on the facilities front as we look to progress our new Campus Masterplan, securing the future of the home of Ireland's national sporting campus for many years to come.

At a strategic level, the publication of the National Sports Policy in 2018 remains a blueprint for Irish sport up until 2027. This policy will have a vital impact on the sporting landscape over the years to come. As evidenced by the comprehensive overview of activity detailed in this report, a strong start has already been made in achieving these objectives. Since its publication, Sport Ireland has worked towards developing many of the actions identified within the policy. 2020 also saw the publication of a number of important strategic documents, further guiding our work and priorities. The High Performance Strategy and the Research Strategy are key among these.

Sport Ireland's commitment to fair and clean sport remained a key focus in 2021. Sport Ireland's Anti-Doping programme was tasked with providing education and support to all athletes in advance of the Tokyo games. A clean and safe sport will remain a priority for Sport Ireland as we seek to protect the interests of all of our athletes and worldwide anti-doping culture.

2021 marked the end of an era for Sport Ireland and Irish Sport with the departure of John Treacy as Chief Executive. John was a model Chief Executive that led Irish Sport through action and strategic vision. The sport sector in Ireland is in a very strong position thanks to the leadership that John has demonstrated since taking on the role with the Irish Sports Council in 1999. His contribution to sport in Ireland both as an athlete and as a chief executive is immeasurable. On behalf of myself and the Board of Sport Ireland, I want to thank John for all he has done for Sport Ireland and sport in Ireland, and wish him well in his retirement.

In 2022 we welcome Dr Una May to the role of Chief Executive. A familiar face to all in Irish Sport Una brings huge experience to the role and has been a strong advocate for ethical and inclusive sport in Ireland and internationally. I look forward to working with Una as Chief Executive and wish her every success in the role.

Sport continued to feature high on the agenda for Government as they sought to mitigate the impact of Covid-19 and aid the recovery of the economy and society. In that regard Sport Ireland was delighted to be in a position to announce €80 million in additional supports for the sector in December of 2021. This followed a significant budget announcement by Government of an increase in the overall sports funding for 2022 that further reinforced that sense of confidence that support is available to the sector. We look forward to working with our funded bodies and a positive 2022.

We are grateful to Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media Catherine Martin and Minister of State for Sport and the Gaeltacht Jack Chambers for their continued support, especially in the securing of additional funding, which will allow Sport Ireland to continue supporting the sustainable development of the Irish sporting sector through the National Governing Bodies and Local Sports Partnerships, whilst also supporting the recovery of the sector. The valuable work of Sport Ireland funded organisations in providing opportunities for people of all ages, backgrounds and abilities to get involved in sport cannot be underestimated.

Finally, I want to thank and pay tribute to the Executive of Sport Ireland, my colleagues on the Board and Committee members for their ongoing assistance and support.

Kieran Mulvey

2. Chief Executive's Review

This is the annual report of Sport Ireland for the year ended 31st December 2021.

It is submitted to the Minister for Sport as required under section 17 of the Sport Ireland Act, 2015.

This report outlines the major aspects of Sport Ireland's work including;

- the number of people participating in sport and physical activity
- sustaining high performance by ensuring Ireland's performance in elite international sport improves; and
- building the capacity of National Governing Bodies (NGBs) and Local Sports Partnerships (LSPs); and
- continuing the development of the Sport Ireland Campus

I am delighted to welcome you to what is my first Annual Report as Chief Executive of Sport Ireland. Contained within are the details of how the sporting sector have been supported by Sport Ireland during and after a global pandemic.

The word resilience stands out for me when reading through this report. Sport Ireland is proud to have supported the sporting sector through many means over the last 12 months, and with the co-operation and resilience of all stakeholders, a safe return was welcomed and embraced by all.

While our National Governing Bodies and Local Sports Partnerships showed resilience to return to sporting normality, our athletes showed their resolve by ensuring those who qualified for Tokyo represented their country with honour and pride.

Uncertainty surrounded the lead up to the Tokyo games, as the virus remained but vaccines were rolled out worldwide, enabling safety for athletes and spectators who journeyed to the games.

We saw new Olympic medalists for Ireland in Boxing and Rowing as our athletes returned with two gold medals and two bronze medals.

Kellie Harrington is an Olympic Gold Medalist in Boxing, emulating Katie Taylor's achievement from 2012. Fintan McCarthy and Paul O'Donovan claimed Tokyo gold in the Men's lightweight double sculls competition, lifting the spirits of the nation

Aidan Walsh claimed bronze in the Men's Welterweight division and was extremely unlucky to be unable to contest his Semi-Final bout due to an injury. Nevertheless, it was still an excellent achievement for the Irish boxer.

The rowing team of Aifric Keogh, Eimear Lambe, Fiona Murtagh and Emily Hegarty also claimed a Bronze Olympic Medal in the Women's coxless four competition, a fantastic achievement for team Ireland.

Our Paralympic athletes represented us with pride, and after their hard efforts in the Tokyo heat, they returned with four gold medals, two silver medals and one bronze medal.

For the National Governing Bodies and Local Sports' Partnerships, 2021 was a year that saw the sports sector collectively work together to find and ascertain a sense of normality, whatever that looks like after a global pandemic.

Many sporting activities returned, with restrictions being phased out in accordance with the health and safety guidelines. I want to thank all our NGBs and LSPs for their diligence, flexibility and resilience throughout the pandemic and for their assistance with a safe return to sport.

Sport has a significant role to play in raising the levels of physical activity within the population and brings with it many benefits to your health and wellbeing. As documented within, we see encouraging numbers of participants in sport and physical activity right across the country and this is a testament to the participation programmes of the National Governing Bodies and Local Sports Partnerships.

Throughout the year we work closely with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media and I wish to acknowledge Secretary General Katherine Licken, Assistant Secretary Cian Ó Lionáin, Acting-Assistant Secretary John Kelly and their colleagues in the Department for their ongoing assistance and support. The additional funding secured for 2021 will have a real impact on the Irish sports sector, providing much needed stability as we look forward to a brighter future over the next 12 months.

I would also like to extend my thanks to the Board and staff of Sport Ireland for their ongoing diligence and hard work in making the sporting sector inclusive and enjoyable for everyone.

Dr. Una May

Sport Ireland Structure

3. Sport Ireland Board

Kieran Mulvey - Chairperson

Kieran Mulvey is Chairman of Sport Ireland and is the former Director General of the Workplace Relations Commission, a position he held from 1991 to 2016. He is a former General Secretary of the Association of Secondary Teachers, Ireland (ASTI) and Irish Federation of University Teachers (IFUT). He is a director of Independent News and Media and Chairman of Adare Human Resources. Kieran is a Fellow of the Educational Institute of Scotland and is an Honorary Fellow of the Chartered Institute of Personnel and Development (CIPD). Kieran holds Honorary Doctorates from the National University of Ireland and University College Dublin. He has undertaken a number of projects for the Government, the European Union and International Labour Organisation.

Lynne Cantwell

Lynne Cantwell is Ireland's most capped woman in Irish rugby and a former Vice-Captain and Captain for Ireland's 15s & 7s team. She has represented Ireland 86 times over a 13 year period and jointly led Ireland to their first ever Six Nations Triple Crown, Grand Slam title and victory over World Champions, New Zealand 2013/14. Since retiring she has continued to represent and help progress the game. Lynne is the Women's High Performance Manager with South Africa Rugby.

Mary Dorgan

Mary is the former Assistant Chief Executive with the Health and Safety Authority. Mary joined the HSA from Waterford Crystal where she had the role of Human Resources Manager. Mary has served on many Boards and committees and is currently on the Board of Waterford Childcare Ltd. Previous Boards include Pobal, HSA, Waterford Chamber of Commerce (former President) and Waterford Institute of Technology. Mary is a certified member of the Mediation Institute of Ireland and has extensive experience as non-executive director across both public and private sectors. Mary was recently appointed to the Board of the National College of Art and Design and has a keen interest in all sports and particularly in promoting participation.

Jerry Grant

Jerry Grant has a background in Civil Engineering and is an experienced Director and Executive Advisor in the Utilities and Construction sectors with 25 years at Director Level including roles as director of MC O'Sullivan Consulting Engineers (MCOS), and 10 years as Managing Director of RPS in Ireland. Jerry has held roles of Specialist Advisor, Head of Asset Management and Managing Director with Irish Water from 2012 to 2018. He is currently Managing Director of Jerry Grant & Associates, Chairman of the Dublin Port Company and External Member of the Governing Body of the Technological University Dublin. Jerry is a member of the Institute of Arbitrators and is qualified in Law & Arbitration as well as being a Chartered Fellow of Engineers Ireland.

Olive Loughnane

Olive competed as a high performance athlete from 2000 – 2013. She represented Ireland at four consecutive Olympic Games and became World Athletics Champion in 2009. Since retiring from competitive sport in 2013, Olive has been a member of the Sport Ireland High Performance Committee. She is the current Chair of the Sport Ireland Research and Participation Committee and represents Sport Ireland on the FAI Nominations Committee. Olive has an MA in Leadership & Strategy. The research element of her MA focused on the delivery of organisational change and implementation of governance reform in the aftermath of an organisational crisis. She currently works as a Statistician in the Central Statistics Office (CSO).

Padraic Moran

Padraic is a two-time Paralympian and a former world champion in the sport of Boccia. With over 20 year's national and international competitive experience, he possesses a wealth of knowledge across the sports disability sector. Apart from extensive experience in existing disciplines, more recently he has been assisting in developing Power Chair Football within Ireland. He has worked with Youth Sport Trust UK and is currently working with East Coast FM and Sky Ireland.

Patrick O'Connor

Pat O'Connor is a Solicitor, Coroner, Arbitrator and Notary Public. Pat is a member of a number of professional and regulatory bodies and associations including The Law Society of Ireland, The Chartered Institute of Arbitrators, Mental Health Tribunal, and the World Rugby, Six Nations and IRFU Disciplinary panels. Patrick has previously served as member, chairman or director of a wide range of professional, sporting and philanthropic organisations including the Board of Management of St. Louis Community

School, Hope House, the Irish Association of Suicidology, the Judicial Appointments Advisory Board, the Courts Service Board and the Press Council of Ireland. He has held various offices within the Law Society of Ireland most notably as President (1998-99).

Roger O'Connor

Roger is a highly qualified Sports Business Leader, having attained a Bachelor of Commerce Degree and a Master of Business Administration, both from UCD. He has been a full member of the Association of Chartered Certified Accountants since 1997. He has extensive experience working in elite professional sport, holding the positions of Managing Director and Head of Finance & Regulations at ERC, the organiser and rights holder of the Heineken Cup rugby tournament and as CFO of the newly redeveloped Curragh Racecourse Ltd. Roger's current position is Director, Commercial Affairs with ICON plc.

Iognáid Ó Muircheartaigh

Iognáid's career has been in the fields of administration, research, academia and management. He is a former President of NUI Galway. During his term of office, he led the University to a period of unprecedented growth in student numbers, capital developments, research income and philanthropic fundraising. He served as Chair and Board member of the Irish Universities Quality Board (IUQB). His research has been published in international journals and he has served as a visiting professor at Stanford University, the US Naval Postgraduate School in Monterey California, the University of Connecticut and Glasgow University. He has also served on many Boards in the public, private and voluntary sectors. He has been involved in athletics as a competitor at national and international level and was selected as Captain of the first (united) Irish team since 1937 to compete internationally in the European Cup, which was held in Santry in 1967. He also coached athletics and served on the Board of Athletics Ireland. He plays golf and is a former chairman and Board member of Golfing Union of Ireland, which he helped guide through the process of combining with the Irish Ladies Golfing Union leading to the establishment of Golf Ireland, a single body to promote the game of golf in Ireland.

Michelle Tanner

Michelle works as Head of Sport and Recreation in Trinity College Dublin. Her work includes strategic development, profile, management, staffing, resourcing and promotion of sport, infrastructural projects, representation, stakeholder engagement and planning. She has responsibility for a portfolio of 67 acres of outdoor sports and 13,000sqm of indoor sports facilities. She has led on projects from inception to completion at various scales, including the acquisition, design and development of key sporting facilities at

Trinity College. She is an active Board and committee member, holding officer positions within Student Sport Ireland spanning a 16-year period and has been involved in Volleyball Ireland in an advisory capacity.

Deirdre Ryan

Deirdre is Director of Sustainability and Quality Assurance (Origin Green) in Bord Bia where she is responsible for the management and development of the Bord Bia Quality Assurance programmes with 54,000 farmer and producer members and 300 Origin Green company members. As a member of Bord Bia's Senior Leadership Team, she contributes to the ongoing corporate governance and budgetary management of the organisation, with a particular focus on the Quality Assurance Board. Prior to 2020 she was Head of Corporate Social Responsibility with Lidl Ireland and Northern Ireland and Interim Head of Communications.

Miriam O'Callaghan

Miriam has been a Senior HR Executive and Project Manager with the HSE with over 30 years' experience in the health services at senior operational level and across various facets of HR, project management & services management. Her expertise includes Hospital and Community Services Management, Employee Relations, Pensions, Recruitment and Project Management. She has been a member of a number of state boards – Employment Equality Agency, Broadcasting Complaints Commission, National Sports Campus Development Authority of Ireland - and is currently serving on CORU's Physiotherapists Registration Board.

Páraic Duffy

Páraic has a lifelong experience of active involvement in sport, as both administrator and participant. From 2008 to 2018 he was Director-General of the GAA. As Director-General he provided a strategic and analytical perspective and developed policies on a wide range of issues for the Association. His current roles in Irish sport include President of Ulster Schools GAA; independent member of the board of Ulster GAA; member of the Disputes Resolution Authority and Chairperson of the Judging Panel for the Federation of Irish Sport 'Volunteers in Sport Awards'. He is Coaching Officer in his local GAA club, Scotstown.

Member Attendance at Board Meetings in 2021

	Total
Kieran Mulvey	11
Lynne Cantwell	11

Mary Dorgan	11
Jerry Grant	11
Olive Loughnane	8
Padraic Moran	11
Pat O'Connor	10
Roger O'Connor	10
Iognáid Ó Muircheartaigh	11
Liam Sheedy*	4
Páraic Duffy*	6
Miriam O'Callaghan*	6
Michelle Tanner*	6
Deirdre Ryan*	6

Notes: *Miriam O'Callaghan, Páraic Duffy, Michelle Tanner and Deirdre Ryan were appointed to the Board in July 2021. Liam Sheedy resigned from the Board on 3rd June 2021.

4. Sport Ireland Staff

Office of the CEO	
John Treacy, Chief Executive Officer	
Finance & Corporate Services	
Jason McLoughlin	Director of Finance & Corporate Services
June Menton	Director of Financial Projects
Joanna Gurtman	Finance Manager
David Gash	Communications & Public Affairs Manager
Anne McCarthy	Marketing and Branding Manager
Nicola Connolly	Finance Executive
Colin Murphy	Procurement Executive
Miriam Browne	Receptionist
Governance, Risk, Compliance & Strategy Unit	
Colm McGinty	Director of Governance, Risk, Compliance & Strategy
Alan O'Hare	Director of HR, Organisational Development and Change
Sinead Gordon	Director of Governance & Strategy
Cian Spillane	Head of Risk and Compliance
Sarah Murphy	HR Manager
Participation & Ethics Unit	
Una May	Director of Participation and Ethics
Emma Jane Clarke	Former Director of Participation
Louise Burke	Director of Participation
Siobhan Leonard	Director of Anti-Doping and Ethics
Benny Cullen	Director of Research, Evaluation and Innovation
Ciara Munnely	Outdoor Recreation Manager
Cólleen Devine	Cross Collaborations Manager
Cormac Mac Donnell	Innovation Manager
Helen McHugh	Safeguarding, Diversity & Inclusion Manager
Melissa Morgan	Anti- Doping Testing and Quality Manger
Paul O'Donovan	Anti-Doping Education & Values Manager
Vydehi Muppavaru	Evaluation & Research Manager
Gerard Nowlan	AD Science Officer
Michael Collins	Safeguarding & Ethics Executive
Janine Merriman	Anti- Doping Executive

Oisín Foley	Partnerships Executive
Orla Duke	Partnerships Manager
High Performance & NGB Unit	
Paul McDermott	Director of High Performance and NGBs
Shane Califf	Director of National Governing Bodies
Niamh O'Sullivan	Director of High Performance
Brian Staunton	National Governing Bodies Manager
Erika Murphy	Grants Manager
Cormac Powell	High Performance Systems & Evaluation Manager
Gillian Brosnan	HP Manager
Peter Brosnan	HP Executive
Melanie Lettis	NGB Executive
Louise Carey	HP Admin
Coaching Unit	
Michael McGeehin	Director of Coaching
Deirdre Morrissey	PA to Director
Diarmaid Moloney	IT Technician
Sheelagh Quinn	Head of Corporate Services
Ann McMahon	Administrator
Helen Quain	Administrator
Declan O'Leary	Head of Coaching Services
Adrian Byrne	Coach Education and Development Officer
Fiona Larkin	Coach Education and Development Officer
Hayley Harrison	Coach Education and Development Officer
Yvonne Byrne	Coach Education and Development Officer
Anthony Wright	Coach Education and Development Officer
Sport Ireland Institute	
Bernie O'Shea	Receptionist
Shane Keane	Swim Ireland Assistant
Sharon Deedigan	Administrator

5. Sport Ireland Committee Overview

Committee	Role	No. of Meetings
Audit & Risk Committee	To monitor and review the Sport Ireland internal control and risk management systems; To monitor the integrity of the financial statements, reviewing significant financial reporting judgments. To monitor and review the effectiveness of the Sport Ireland internal audit function.	4
High Performance Committee	To assist and advise Sport Ireland in relation to the performance of its functions under Section 8(1) of the Sport Ireland Act 2015, relevant to the achievement of excellence in competitive sport.	6
Grants Committee	To consider and recommend National Governing Body and Local Sports Partnership grants on an annual basis.	2
Anti-Doping Committee	To assist and advise Sport Ireland in relation to the performance of its functions including providing assistance and advice to Sport Ireland on policy formulation relating to the three strands of testing, education and research required under the terms of the council of Europe Anti-Doping Convention, 1989 and providing assistance and advice to the Sport Ireland staff on policy execution.	3
Coaching Committee	To advise Sport Ireland on policy and strategy in relation to the development of coaching and coaches on the island of Ireland.	4
Research & Participation Committee	To oversee Sport Ireland's research programme and to provide advice and guidance to the Board and Executive on Sport Ireland's Participation Plan.	6
Sport Ireland Campus Committee	To assist and advise Sport Ireland in relation to its functions relating to the development of a Sport Ireland Campus on the site, in accordance with paragraph 6(4)(a) of Schedule 1 of the Sport Ireland Act, 2015.	6
Eligibility Committee	The role of the Eligibility Committee is to make recommendations to the Board as to whether applicant organisations satisfy eligibility criteria as agreed by the Board.	2
Women in Sport Steering Committee	To support the implementation of the Women in Sport Policy and to support and guide the work of the Women in Sport Lead.	4

Succession Planning	To assist the Board on the process to follow in the recruitment and appointment of the CEO, and to assist Sport Ireland's Chairperson on succession planning for Board members.	9
Education & Training Council	To oversee the implementation of quality assurance in the education & training programmes offered by Sport Ireland	3

Performance Overview

6. National Governing Bodies

Unit Overview

The primary focus of the Sport Ireland NGB Unit is to support the ongoing operations, governance and financial management of the National Governing Body sector. The Unit also plays a key role in liaising with other operational units within Sport Ireland such as High Performance, Coaching, Ethics, Participation and Anti-Doping.

Linkage to National Sports Policy 2018-2027

The National Governing Bodies of Sport (NGBs) recognized by Sport Ireland are at the center of Irish sport. Sport Ireland is committed to developing a strong and diverse NGB sector that delivers for the sporting community in Ireland. A key focus of Sport Ireland is to assist NGBs to develop sustainable and effective structures to facilitate increased numbers of participants and volunteers in sport. The NGB Unit's activity is central to achieving the overall objectives set out in the Government's National Sports Policy, with a significant number of these objectives driven through the National Governing Bodies of Sport.

Linkage to Sport Ireland Strategy

The NGB Unit supports Governing Bodies as key delivery agencies in the achievement of the following Sport Ireland strategic goals.

- ✓ **Sport Ireland Statement of Strategy Action Item 04:**
 - Greater access to participation opportunities, focused on reducing inequalities
- ✓ **Sport Ireland Statement of Strategy Action Item 05:**
 - Build the performance pillar of Irish sport which is vital to active and competitive sportspeople
- ✓ **Sport Ireland Statement of Strategy Action Item 06:**
 - Expanding the group of highly effective NGBs to 40
- ✓ **Sport Ireland Statement of Strategy Action Item 07:**
 - Identify priority sports that are more likely to have lasting benefits over the life course to receive greater investment over the strategy period.
- ✓ **Sport Ireland Statement of Strategy Action Item 13:**
 - Support Sport Ireland funded bodies in achieving uniformly high standards in the area of Corporate Governance.

Impact of Covid-19 on the NGB Sector

2021 continued to be an extraordinarily difficult and challenging year for organized sport. Significant levels of NGB activities including training, competition, coaching and mass participation events were scaled down, postponed or cancelled due to Covid-19.

A key priority for Sport Ireland throughout this period was the protection of the sports sector from any permanent financial or strategic harm. This aimed to ensure the Sector had the capacity to make a significant contribution to the public health of the nation in a post COVID era. Sport Ireland recognized that for the sports sector to recover quickly from the public health crisis, it was critical for NGBs to continue to retain the requisite staff and structures.

In December 2021, Sport Ireland distributed an additional €73.6million funding package across the Irish sport sector. The funding aimed to address any immediate threat to National Governing Bodies and their club networks, allowing sports organisations to off-set any significant losses and restart costs due to the pandemic.

It cannot be underestimated the significance this investment played in protecting the existing physical and operational infrastructure of Irish sport and contributing to the overall public health response to the crisis. The announcement of the Schemes provided stability to the sector and acted as a valuable contribution in a time of high uncertainty.

Governing Bodies were better placed to retain key staff and infrastructure, plan & deliver activities, collect & retain club & affiliation fees, renegotiate sponsorships & commercial contracts and draw down on other financial and credit line supports.

Significant numbers of sports teams and clubs received direct support from schemes established by the National Governing Bodies of Sport.

Dedicated funding was ring fenced to support the unique financial & sporting challenges faced in disability sport, indoor sport and those delivering opportunities to older adults.

A Restart Fund to support the return of sport and physical activity post pandemic was also made available to NGBs.

Programme Overview & Highlights:

Governing Body Investment (Prior to Covid-19)

Many NGBs receive funding primarily to support core operations. The NGB Core Grant covers the implementation of strategic plans and participation programmes, coach development, the employment of professional staff and the administration costs associated with developing and delivering the sport. Core funding also supports the implementation of the Sport Ireland Code of Ethics and Anti-Doping

Programmes. Sport Ireland takes into account the national significance of each sport, quality of programmes & operations, levels of participation, membership, volunteerism and social capital when investing in NGBs. Sport Ireland also wishes to see a diverse range of sports available to the Irish public and continues to invest in a wide variety of NGBs. Sport Ireland acknowledges that smaller NGBs will be limited in their capacity to deliver on wider government policy.

Sport Ireland expects that NGBs in receipt of significant levels of funding will deliver against Sport Ireland's stated aims and wider government policy at a community level. All NGBs are expected to demonstrate that they are fit for purpose and are in compliance with core legal, governance, ethical, operational, risk management and taxation/fiduciary policies.

Since the publication of the National Sports Policy 2018 – 2027, core funding to NGBs has grown from €10.8m in 2017 to €13.8m in 2020 & 2021. This increased investment provides an opportunity for Sport Ireland to further strengthen the NGB sector to deliver on both Sport Ireland's strategic objectives and those identified in the government's sports policy.

For 2021, Core funding was maintained across the majority of performing NGBs and funded organisations. This funding aimed at providing stability and certainty to NGBs as they planned for the year ahead.

Additional Focused Investment

During 2021, the NGB Unit continued its work with both the Department of Sport and the Department of Health to identify additional investment opportunities for the NGB sector under both the Dormant Accounts and Healthy Ireland Funding Schemes. Dormant Accounts Funding continues to be made available to National Governing Bodies to develop innovative sport and physical activity initiatives that aim to engage with one or more of the following beneficiaries:

- The personal and social development of persons who are economically or socially disadvantaged
- The educational development of persons who are educationally disadvantaged
- Persons with a disability (within the meaning of the Equal Status Act 2000)

Healthy Ireland Funding seeks to support Governing Bodies in delivering innovative, cross-sectoral, evidence-based projects and initiatives that support the implementation of Ireland's National Physical Activity Plan.

Women in Sport Programme

Following an extensive project throughout 2018 Sport Ireland published its new Women in Sport Policy in 2019. The Policy which serves as a guide for Sport Ireland's future work and investment in the area identified four key areas as current gaps & future opportunities for women in sport.

These four areas are as follows:

1. Coaching & Officiating

2. Active Participation
3. Leadership & Governance
4. Visibility

To support the implementation of the policy and recognizing that effective and sustainable programmes require a long-term approach, Sport Ireland invested €4 million in the governing body sector to support the programme. That investment covers a period of two years (2021 & 2022).

The two-year award was to enable NGBs to make significant progress in their strategic objectives for women in sport. NGBs will be invited to make new applications in 2022.

Recognition Programme

Sport Ireland operates a recognition process for organisations wishing to become eligible for support as National Governing Bodies of Sport. The recognition criteria establish minimum requirements for all organisations wishing to apply for Sport Ireland financial support.

The current Criteria is in place since October 2018. Sport Ireland recognized no additional governing bodies during 2021.

7. High Performance

Unit Overview

The High Performance Unit supports the development of systemic and sustainable programmes which yield performances by athletes and teams at European, World, Olympic and Paralympic level. The remit and responsibility of the HPU focuses on investment, governance, and strategic actions leading to positive system outcomes. The HPU oversees the provision of investment to individual athletes, teams, and performance programmes. This cohesive funding model is underpinned by the Sport Ireland High Performance Strategy 2021-2032.

The Sport Ireland Institute and Sport Ireland Campus are critical links to the work of the HPU. Strong collaboration between the various units of Sport Ireland contributes to the development of world-class high performance system.

Unit Highlights

The Tokyo Cycle has been a progressive 5-year period for the Irish high performance system, with a range of objectives achieved by Sport Ireland and the wider high performance community. Key achievements in 2021 include:

- ✓ **Advancement of the International Carding Scheme.** This was in line with the principles of the High Performance Strategy 2021-2032 and involved increased award levels; multi-annual funding in 2023 and 2024; and the improvement of offering under the Athlete Career Transition Programme
- ✓ **Completion of the Tokyo Review.** The Tokyo Review commenced prior to the Olympic and Paralympic Games and concluded in late 2021. This comprehensive review process provided an independent assessment of Ireland's preparation and performance at the Olympic and Paralympic Games.
- ✓ **Appointment of Head of High Performance Coaching.** Sport Ireland appointed Stephen Maguire to the role of Head of High Performance Coaching in January 2021. 'Coaching' features as a key strategic priority under the High Performance Strategy and the appointment of Stephen Maguire demonstrates Sport Ireland's commitment to addressing the challenges and improving the landscape of high performance coaching in Ireland.

Link to National Sports Policy 2018-2027 - Action Item 24

The Sport Ireland High Performance Strategy 2021-2032 was published in June 2021. A robust and comprehensive period of consultation within the high performance community and all representatives of the key stakeholder organisations informed the development of the Strategy. This Strategy sets out the ambition and vision for high performance sport in Ireland and provides a pathway towards achievement.

The implementation of the High Performance Strategy is overseen by Sport Ireland's High Performance Committee.

Link to Sports Action Plan 2021-2023 - Action 1.1: *“Continue to work closely with the sporting bodies and provide support, financial and otherwise, for the continued delivery of their sports.”*

In 2021, Sport Ireland provided funding to NGBs which facilitated the delivery of their sport at high performance level. In preparation for the rescheduled Olympic and Paralympic Games, stability of funding and a commitment to support unforeseen Covid-19 related costs was critical by Sport Ireland.

Sport Ireland maintained 2020 High Performance Programme Funding for 2021 (€8.5m) and provided €2.5m in High Performance Impact Funding, ensuring immediate and confirmed costs in respect of the Tokyo Olympic and Paralympic Games were sufficiently addressed. This facilitated athlete and teams in their preparations, allowing them to focus on maximizing performances at the Games.

Link to Sport Ireland Strategy - Action Item 9: *“More success and medals during the Olympic and Paralympic Cycle underpinned by a new investment framework for High Performance Sport.”*

In 2021, NGBs directly supported by Sport Ireland High Performance Programme Funding won 62 major medals at European and World level competitions across a variety of Olympic and Paralympic sports. From 2017 to 2020, 244 major medals were achieved. Over 300 major medals were won by Ireland during the extended Games’ cycle.

The Tokyo Olympic Games was a successful Games for Ireland in performance terms. Four medals and 13 top-8 finishes were achieved. This return was in line with the expectation as set out in the High Performance Strategy.

The Tokyo Paralympic Games yielded seven medals for Ireland and 27 top-8 finishes. This was just short of the medal target set out in the High Performance Strategy (8-10).

Link to Sport Ireland Strategy - Action Item 11: *“Building and maintaining a strong partnership approach between all key stakeholders in High Performance sport.”*

The HPU places an emphasis on maintaining and advancing relationships between key stakeholders across the high performance system. Clarity of roles and remit is key to maximizing these relationships. The Sport Ireland High Performance Committee provides an opportunity for several key partnerships to advance, facilitating the contribution from stakeholders in improving the high performance system.

The High Performance Committee is a sub-committee of the Board of Sport Ireland. It operates to assist and advise on an ongoing basis on matters relating to Sport Ireland’s function under section 8 (1) of the Sport Ireland Act 2015; “to encourage the promotion, development and co-ordination of competitive sport

and the achievement of excellence in competitive sport”. The Committee has representation from the Olympic Federation of Ireland, Paralympics Ireland, and Sport Northern Ireland.

8. Sport Ireland Institute

Unit Overview

Under the Sport Ireland Act 2015 Sports Ireland's functions which are delivered in whole or in part by the Sport Ireland Institute are:

- to encourage the promotion, development and co-ordination of, and the achievement of excellence in, competitive sport;
- to support elite athletes in achieving excellence in sport;
- to disseminate information concerning competitive sport or recreational sport

The Sport Ireland Institute works directly with the High Performance National Governing Bodies and provides the following:

- Sport Science and Medicine services
- Athlete life skills and advisory support
- HP People Development programmes from our Capability & Expertise department
- Performance planning support
- High Performance Training Centre

Link to National Sports Policy 2018-2027

The Sport Ireland Institute is the performance support delivery unit of Sport Ireland, specifically focused on supporting Irish High Performance Sports and their athletes targeting performances at Olympic and Paralympic Games. The primary action in the high performance realm was the development of a HP Strategy. Following its publication, the Institute Statement of Strategy 2020-2024 was revised to align directly to the HP Strategy. The principle actions which emerged included developing stronger links with the 3rd level sector, enhanced performance supports to athletes, including pathway athlete support to the priority sports.

Link to Sport Ireland Strategy 2018-2022

Sport Ireland Institute is responsible (in conjunction with the High Performance Unit) for the implementation of Actions 9, 11 and 12 of the Sport Ireland Strategy 2018-2022 as follows:

Action 9: More success and medals during the Olympic and Paralympic Cycle underpinned by a new investment framework for High Performance Sport

Action 11: Building and Maintaining a strong partnership approach between all key stakeholders in High Performance sport

Action 12: Sport Ireland Institute will lead a system characterized by high standards in performance, leadership, coaching and services

Programme Highlights

Tokyo 2020

Sport Ireland Institute was the Official Performance Support Delivery Partner to the Olympic Federation of Ireland and Paralympics Ireland for the Tokyo 2020 Olympic & Paralympic Games. Our support was governed by MOUs with both organisations.

The primary outputs from the partnership with the OFI were as follows:

- 24 team members provided support to Team Ireland in Japan at either the Tokyo Games or pre games training camps.
- 6 team members provided support to Team Ireland remotely from Ireland – primarily in the service disciplines of Performance Analysis and Psychology.
- 2 of the 6-person Team Ireland Senior Leadership Team for Tokyo were from the Institute:
- 6 of the 8 Performance Support Lead positions were appointed from within the Institute Team
- 2 of our team acted as Deputy Camp Managers at the Official Team Ireland Holding Camp at Fukuroi City.
- 1 of our operations team was seconded to the OFI to the role of OFI Covid Liaison Officer

The primary outputs from the partnership with Paralympics Ireland were as follows:

- 6 team members provided to support Team Ireland in Japan at either the Tokyo Games or pre games training camps.
- Heads of Performance Support worked closely with the leadership of the three priority para sports on behalf of the Institute throughout the Games cycle in the sports of Para Athletics, Para Cycling and Para Swimming

Additional support was provided across both the Olympic and Paralympic programmes such as:

- 4 of our team contributed to the OFI/PI Covid Advisory Group, tasked with securing covid safe passage for athletes and staff to and through the Games.
- Coordinated and delivered the Pre Games PCR Test programme to ensure adherence to the IOC Playbook. A total of 571 tests were conducted for the OFI and 92 tests for Paralympics Ireland.

- ✓ The Tokyo Transition Programme was rolled out in full, including onsite support in Tokyo provided by members of our psychology and life skills team
- ✓ Full support across service disciplines on pre games preparedness for athletes and support staff via the OFI Tokyo Ready Series of webinars and workshops.

Paris 2024

Following the review of Tokyo 2020, the Sport Ireland Institute has completed enhanced MOUs to provide support to Irish Olympic and Paralympic athletes for the Paris 2024 Games period.

Covid Safe Measures

The major spike in cases in Ireland in Jan-Feb 2021 had a very significant impact on the athletes and support personnel in high performance sports with many cases reported in the hp community at that time. At all times the Institute provided advisory support to athletes to support covid safe travel (including an extensive covid testing service) as well as providing medical advice and support to athletes for safe return to training and competition post Covid-19 infection.

The Institute testing programme was put in place to support Olympic and Paralympic qualification and preparation. From Oct 2020 to August 2021, a total of 2,613 tests were commissioned by the Institute with third party providers.

Annual Athlete Sentiment Survey

The use of this anonymized survey is to track sentiment annually of the support services and staff at the Institute by the core athlete user group to ensure we are meeting athlete needs.

The satisfaction rating target of 80% was achieved in all disciplines with the quality of support securing an 88% satisfaction rating for 2021.

Programme Overview – Key Highlights

- ✓ The Dual Careers Accreditation Programme (ASAS) was launched and inaugural awards adjudicated. 5 Higher Education Institutes achieved full accreditation with one further institution receiving the affiliate status.
- ✓ The rehab team participated in a range of multi-disciplinary projects in 2021 including:
 - a. Relative Energy Deficiency in Sport (RED-S) project at SII
 - b. Novel CPD Sessions
 - c. Chest Wall Pain/Rib stress injury: Clinical Care Pathway
 - d. Concussion Project: Integrated practice
 - e. Cycling Position Optimization Project

- ✓ A professional peer group of sport psychologists developed and rolled out a mental skills curriculum for Tokyo-bound athletes across four distinct topics.
 1. Dealing with Selection
 2. Preparing for Japanese Cultural And Environmental Differences
 3. Games Contingency Planning
 4. Managing media and social media.
- ✓ A Capability and Expertise Strategy to support professionals in the High Performance Sport sector has been approved with full implementation commencing in 2022. The strategy targets bespoke supports for 5 professional learning groups: Performance Directors, Coaches, Sport Science & Medical practitioners, Performance support personnel and athletes.
- ✓ 22 coaches participated on the Pursuit of Excellence Programme (PEP) in place to prepare for Tokyo 2020.
- ✓ ACT (Athlete Career Transition) Retirement Programme was established in 2021 with the HP Unit to support carded athletes both financially and practically through the process of transition to a second career relatively early in life.
- ✓ The development and implementation of the Performance Support Network of performance analysts was a first for any Irish team competing at an Olympic Games and involved 3 analysts on the ground in Tokyo with 3 analysts based in Ireland working through the night to provide remote analysis support to a total of 7 sports including boxing, track cycling, women's hockey, equestrian eventing, badminton, diving and gymnastics. The network provided real time capture of video streams which were shared with coaches and analysts in Tokyo using a variety of sharing platforms.
- ✓ The demand for clinical psychology support continued to grow in 2021 especially in the early part of the year when the Covid restrictions were at their highest in Ireland, but Olympic qualification necessitated the resumption of international travel. The Institute met this demand by doubling our capacity in this discipline.
- ✓ All eight Olympic medalists in Tokyo received direct strength & conditioning support from the Institute S&C Team.

9. Sport Ireland Anti-Doping

Unit Overview

Under the Sport Ireland Act 2015, Sport Ireland's functions in relation to Anti-Doping include

- ✓ to facilitate, through the promulgation of guidelines and codes of practice, standards of good conduct, fair play and the elimination of doping in sport;
- ✓ to take such action as Sport Ireland considers appropriate, including testing, to combat doping in sport;
- ✓ to plan, implement, evaluate and monitor education and information programmes for good conduct, fair play and the elimination of doping in sport;
- ✓ in its capacity as the national anti-doping organisation in the State, to direct the collection of samples, to manage the testing and test results of samples and attend hearings, as required.

1. Link to National Sports Policy 2018-2027

The Anti-Doping Unit is focused on integrity within sports sector organisations and the Unit's activities to promote and foster fair play, respect, ethics, integrity and safety throughout the sports system.

2. Link to Sport Ireland Strategy

Sport Ireland Statement of Strategy Action Item 14: Sport Ireland Governance - Drive the development of a highly effective sports sector that will have an impact throughout the country. Continue to operate Anti-Doping & Ethics functions to the very highest international standards in testing, education and research.

3. Programme Highlights

- ✓ 1,354 blood and urine samples were collected from athletes.
- ✓ Over 8,300 individuals completed the online anti-doping e-learning course.
- ✓ There were over 11,821 successful queries in 2021 on the medication checker website www.eirpharm.com.

4. Programme Overview

Sport Ireland collected 1,354 blood and urine samples in 2021. The samples were collected from 29 different sports. Out of competition samples accounted for 84% of the samples collected.

National Governing Body	Comp	OOC	Blood	Total
Athletics Ireland	35	86	81	202
Badminton Ireland	7	1	0	8
Camogie Association	4	0	0	4
Canoeing Ireland	0	15	7	22
Cricket Ireland	2	0	0	2
Cycling Ireland	19	102	100	221
Football Association of Ireland	28	45	0	73
Gaelic Athletic Association	40	76	24	140
Golf Ireland	2	0	0	2
Gymnastics Ireland	0	6	1	7
Hockey Ireland	0	15	0	15
Horse Sport Ireland	9	0	0	9
Irish Athletic Boxing Association	4	44	8	56
Irish Judo Association	0	13	1	14
Irish Ladies Golf Union	2	0	0	2
Irish Rugby Football Union	4	102	57	163
Irish Sailing Association	0	17	1	18
Irish Taekwondo Union	0	3	1	4
Irish Tug Of War Association	2	0	0	2
Irish Wheelchair Association Sport	0	3	1	4
Ladies Gaelic Football Association	8	0	0	8
Motor Cycling Ireland	2	0	0	2
Motorsport Ireland	21	0	0	21
Paralympics Ireland	0	47	14	61
Pentathlon Ireland	0	10	7	17
Rowing Ireland	5	61	61	127
Swim Ireland	14	53	42	109
Triathlon Ireland	9	14	14	37
Weightlifting Ireland	4	0	0	4
Total	221	713	420	1354

User Pays

Sport Ireland conducted testing under the User Pays Programme. This is where sporting organisations pay for testing. During 2021, 204 tests were conducted under this programme –159 urine tests and 45 blood tests.

Table 3 Users Pays Testing Statistics

National Governing Body	Comp	OOB	Blood	Total
Athletics Integrity Unit	0	8	8	16
Athletics Ireland	2	0	0	2
Canadian Center for Ethics in Sport	0	4	2	6
European Athletics Association	24	24	24	72
Federation Equestre Internationale	5	2	0	7
Federation Internationale de Hockey	0	2	0	2
Federation Internationale de Natation	0	1	0	1
International Waterski & Wakeboard Federation	0	1	0	1
Irish Rugby Football Union	20	0	0	20
United States Anti-Doping Agency	0	3	0	3
World Athletics	6	0	0	6
World Rowing	2	0	0	2
World Rugby	20	35	11	66
Total	79	80	45	204

The annual Sample Collection Personnel (SCP) training took place online on the 3rd and 18th November and 39 SCP are accredited for 2022.

10,150 athletes and athlete support personnel were educated via face-to-face seminars, online education sessions or via the Sport Ireland Anti-doping e-learning site. This is an increase on 2020 figures where 6,544 athletes and athlete support personnel were educated.

Sport Ireland continues to contribute to the Council of Europe advisory group on education. In 2021, Sport Ireland attended a total of five online meetings as part of this group. The main body of work for these meetings centered on developing a unified framework on how NADOs engage with their stakeholders, in particular National Federations or Governing Bodies, in the development and implementation of anti-doping education.

Following on from the previous RESPECT research Project, Sport Ireland's Anti-Doping Unit are part of an Erasmus Plus Research project aimed at helping to raise the voice of athletes competing in Para Sports. The goal of this group is to bring contemporary thinkers and practitioners together to foster high quality doping research and evidence-based doping prevention. In 2021, as part of one of the work packages included in the study, researchers conducted six separate interviews with athlete support personnel working directly with para-athletes in Ireland. There is an athlete focus group planned to take place in early 2022 as part of the other work package included in the study. This focus group will be facilitated by a trained athlete researcher.

Of the valid Therapeutic Use Exemption (TUE) applications made to Sport Ireland in 2021 (n=15) 11 were approved by the TUE Committee on receipt of an appropriate and up-to-date medical file. Four applications remained as incomplete applications by the end of 2021 due to these TUEs being classified as suitable to apply as post-test TUE applications, whereby under the Irish Anti-Doping Rules certain athletes do not need to get a TUE in advance. In addition, the TUE Committee also approved one Post-Test TUE application on receipt of a valid medical file.

The Anti-Doping Unit's Annual ISO Certification audit took place on Thursday October 21st 2021. No findings were recorded and the Anti-Doping Unit has been maintained until November 2022.

The Anti-Doping Unit's internal audit took place on Friday November 26th 2021. Only 3 minor findings were found. On the basis of internal audit findings, KOSI concluded that Excellent assurance can be placed on the manner in which the ADU is managed internally in Sport Ireland.

10. Sport Ireland Campus

Unit Overview

The Campus Development Unit is responsible for the implementation of the campus masterplan; overseeing the development of individual facilities on the campus; the development of strategies and proposals for future facility development and use; and promoting the use of the campus at all levels from high performance to participation and by members of the public generally. Responsibility for the day-to-day operation of campus facilities rests with a wholly-owned subsidiary of Sport Ireland.

Links to the National Sports Policy

“The Sport Ireland Campus provides a high performance facility for Ireland’s top athletes with a world-class training environment to support them in their preparation for competition. Recognising the importance of promoting participation, we also see a wider role for the Campus in facilitating access for NGBs, clubs, communities and schools in a manner that accords with the core principle which ensures priority access across the year for our top athletes”. The work undertaken by the campus development unit will progress these goals through the development of a new masterplan and building strategy over the coming decade.

Link to Sport Ireland Strategy

Sport Ireland Statement of Strategy Action Item 5: A world class environment at the Sport Ireland National Sports Campus

Programme Highlights

Campus Masterplan – The Sport Ireland Campus will be a local, national and international center for sporting excellence within Ireland. The Campus will create a new home for the development of athletes and a focal point for the promotion of sport, health and well-being within the community.

This will be achieved through the implementation of a strategic masterplan that provides a framework for the delivery of world-class, progressive and state-of-the-art facilities for sport. The masterplan will also enable Sport Ireland to maximise the Campus’s potential for community use, education and recreation.

The masterplan will have a clear focus on people, both elite athletes and the wider community, and the many benefits that sport can deliver. The masterplan will reflect the heritage and history of sport in Ireland, while striving to create active places that will create a new legacy for future generations.

The masterplan seeks to establish a new vision for the Campus, with buildings and facilities set within a sustainable and connective network of movement and landscape, creating sequences of distinctive, memorable and characterful places of the highest levels of design quality.

2021 Update:

The draft Masterplan was submitted to the Department in November 2021 for the approval of the Minister and the Government.

Velodrome & Badminton Centre – One of the first projects to be delivered as part of the Campus Masterplan will be the new National Velodrome and Badminton Centre. This new facility will become a landmark venue both locally and throughout Ireland. The facility will house the first indoor velodrome track in Ireland, creating a permanent home for Cycling Ireland and Badminton Ireland. The new building will act as a catalyst for future development of high-performance sport facilities on the Campus, while also helping to promote the benefits of cycling to the wider community. The Minister approved a Preliminary Business Case for the project in November 2021.

Athlete Accommodation – In 2021 Sport Ireland concluded a number of preliminary assessments on the viability and design of a new Athlete Accommodation Hub on the campus including detailed demand analysis and a strategic assessment report. The needs of athletes will be the primary focus and driving force in the development of the entire Campus and the individual facilities proposed within the masterplan including accommodation. This holistic approach will ensure that all aspects of an athlete's life, both inside and outside of their training, are supported and catered for on the Campus.

Programme Overview - The primary focus for 2021 was the review of the campus masterplan. As the statutory agency for sport in Ireland, Sport Ireland seeks to lead the national sports agenda. We do this through generating value from finite resources, realising the concept of 'sport for life for everyone' and supporting high performance success. To do this, we need a vibrant Sport Ireland Campus that is as much a home to recreational walkers and members of the local community as it is to Olympic athletes and world champions.

The masterplan will consolidate and co-locate office accommodation for Sport Ireland, the Olympic Federation of Ireland, Paralympics Ireland and the national governing bodies within the Campus. By creating a new and integrated national home for sports governance within Ireland, the masterplan aims to encourage collaboration between organisations and promote an ethos of innovation within sport.

State-of-the-art, purpose-built office and conferencing facilities will provide creative and flexible workspaces and shared meeting facilities to support the development of high-performance sport. This will be supported by a new Innovation Centre which will help to nurture the growth of sports research and technology within Ireland.

Sport Ireland has a responsibility to contribute to Ireland's international commitments to reducing emissions and to become a leader in addressing the current climate-change emergency. The development of the Campus will play a key role in maximising the social and economic benefits of sport while

sustainably protecting and enhancing our natural environment. The masterplan vision seeks to ensure that sustainability and climate resilience are embedded into every aspect of the planning, design, construction and operation of the Sport Ireland Campus. As part of the masterplan process, a detailed sustainability assessment is being prepared to look at the environmental, social and economic opportunities for the Campus.

The development unit in Sport Ireland continues to engage with relevant stakeholders to examine the potential for the development of further, additional facilities on the campus to benefit sport at all levels from recreation to high performance, and in particular to develop new centres of excellence. The outcome of these discussions will be incorporated into the updated masterplan, forming part of the development programme in the years to come.

It is envisaged that individual building and infrastructure projects will be delivered in a series of phases over the life cycle of the masterplan. The detailed phasing and programming of the delivery will be determined by the needs of the athletes and the growth of sport in Ireland.

11. Sport Ireland Coaching

Unit Overview

Sport Ireland Coaching has the lead role for sports coaching in Ireland on an all-island basis. Working in partnership with the NGBs and the wider sporting sector, we lead the development of sports coaching in Ireland through the implementation of a quality coach and tutor education support programme.

Link to National Sports Policy 2018-2027 and Sports Action Plan 2021-2023

The Coaching Plan 2021-2025 was developed. The Plan sets out the objectives for Sport Ireland Coaching over the next five years under five key areas - Partnerships; Education and Training; Coaching and Communities; Research and Innovation and Leadership. The plan was launched in December 2021.

Physical Literacy is an important element in the National Sports Policy 2018-2027, specifically the integration of physical literacy with the work of those organisations involved in the promotion of sport and physical activity. In 2021 Sport Ireland, in conjunction with Sport Northern Ireland, commissioned a joint research team comprising Ulster University, Dublin City University, University of Limerick and University College Cork to produce an All-Island Statement on Physical Literacy. The All-Ireland Physical Literacy Consensus Statement is due to be launched in 2022.

Link to Sport Ireland Strategy

The Sport Ireland Statement of Strategy 2018 - 2022 sets out the following objectives for Coaching:

- A fully developed coaching development programme in over 60 National Governing Bodies.
- To ensure accreditation of coaching qualifications in line with the National Framework of Qualifications and the QQI.
- To develop Sport Ireland as the lead agency for sports education in Ireland.

Programme Highlights

Substantial progress was made on the ongoing review of the Coaching Development Programme for Ireland (CDPI) with completion due in 2022. The CDPI sets out national standards for the development and delivery of coach development and education programmes for all partner sports and other stakeholders. The Coach Developer programme was validated by Quality and Qualifications Ireland (QQI) and was aligned with the National Framework of Qualifications (NFQ) at Level 7 as a Special Purpose Award (45 credits). The validation of the programme by QQI significantly raises the profile of the programme and of Coach Developers, both in Ireland and internationally, and is a key step towards Sport Ireland becoming the lead agency for sport education in Ireland (Sport Ireland Statement of Strategy 2018-2022). It also fulfils one of the aims of the National Sports Policy (2018-2027) to include sports-related qualifications on the National Framework of Qualifications.

Sport Ireland's first Education and Training Council was established. This Council is led by Sport Ireland Coaching and provides oversight and decision-making on matters related to the quality assurance of education and training in Sport Ireland. The Council will make recommendations to the Sport Ireland Board and other Sport Ireland Committees on education and training and will help provide a coordinated approach to education and training in Sport Ireland across relevant Units.

An Officials Developer programme was developed to train those who have responsibility within an NGB for training officials. The first part of the programme was piloted in 2021. Following completion of the pilot, the External Programme Review Panel and Sport Ireland's Education and Training Council will review the programme.

Sport Ireland Coaching continued to work with NGB's in the development of their Coach Education Courses for their respective Coaching Pathways.

Sport Ireland Coaching continued to work on 4 Erasmus+ funded projects in 2021. The Coaching Unit was also involved in the revision of the International Council for Coaching Excellence (ICCE) Coach Developer Framework, which will be published in early 2022.

Programme Overview

Work is progressing on identifying the requirements for a new Education and Training database for use across all Sport Ireland Units.

A review of the CDPI Coaching People with Disabilities commenced in 2021. This involved a working group consisting of representatives from NGBs, LSPs, CARA and Paralympics Ireland. In conjunction with CARA, work began on the development of an eLearning resource that can be used by NGBs as part of their coach education awards and as a CPD for qualified coaches.

Sport Ireland Coaching continued to be heavily involved in the iCoachKids Movement focusing in 2021 on children aged 12-18 years (through the iCoachKids+ project); developing workshops for coaching teenage girls, coaching young people and parents; and helping to deliver the 5th International iCoachKids conference.

12. Sport Ireland Participation – Local Sports Partnerships

Unit Overview

On 25th July 2018, the then Department of Transport, Tourism and Sport launched the 2018-2027 National Sports Policy. The 2020 programme for Government has clearly set out new and ambitious objectives for sport to deliver on, most notably in the sports participation goals, which increased from 50% of adults regularly playing sport, as set out in the 2018 National Sports Policy to 60% of adults regularly playing sport by 2027. To achieve this the policy highlights the need to tackle participation gradients by targeting groups in our society that participate significantly less than the overall average. These include people with disabilities, people from lower socio-economic backgrounds, women and girls and ethnic minority groups, such as the Traveler community.

Sport Ireland's Participation Unit supports a national network of 29 Local Sports Partnerships (LSPs) to coordinate and promote the development of sport at local level and increase levels of participation in sport and physical activity. The core work of the LSP Network is aligned to the objectives of the Sport Ireland Strategy and National Sports Policy and includes Strategic Community Sports Development, the delivery of National Programmes, Education & Training initiatives, the Sports Inclusion Disability programme, Women in Sport Programmes, Safeguarding and general participation programmes.

In 2021, every LSP had a minimum of five staff, namely:

- ✓ LSP Coordinator,
- ✓ LSP Administrator,
- ✓ Sports Inclusion Disability Officer (SIDO),
- ✓ Community Sports Development Officer (CSDO),
- ✓ LSP officer

[Link to National Sports Policy 2018-2027](#)

The National Sports Policy has a total of 57 actions, 26 of which relate to Sports Participation. Fundamental to delivering on the Participation Actions of the National Sports Policy is increasing the capacity of the sports sector to deliver, especially the Local Sports Partnerships (LSPs) and the National Governing Bodies of Sport (NGBs). Thanks to an increase in government investment in 2021, Sport Ireland was in a position to increase LSP programme investment to develop, expand and rollout evidence informed projects targeting communities of disadvantage.

The National Sports Policy recognises the key roles played by the Local Sports Partnerships in sports participation and how they can assist in the delivery of the participation actions set out in this Policy.

“The LSP network plays a vital role and has been tasked, in particular, with increasing participation levels in sport and

physical activity, especially among those sectors of society that are currently underrepresented in sport. Their capacity to remove barriers and ensure that opportunities for participation in sport are progressive, innovative, and fully inclusive at a local level is a unique and valuable strength.” – National Sports Policy 2018-2027

Link to Sport Ireland Strategy

Sport Ireland Statement of Strategy Action Item 1:

Lead on the national ambition to increase the number of people participating in sport and physical activity.

Sport Ireland Statement of Strategy Action Item 2:

Promote the Value of Sport to include greater population awareness of the benefits of participation in sport through active and social participation, including volunteering.

Sport Ireland Statement of Strategy Action Item 3:

Build on existing proven structures whilst also seeking new and innovative approaches to increasing sport and physical activity and reducing inactivity

Sport Ireland Statement of Strategy Action Item 4:

Greater access to participation opportunities focused on reducing inequalities.

Programme Highlights

- 279,973 people participated in 1,204 locally delivered participation initiatives from the LSPs.
- 61% of LSP programme participants in 2021 were women.
- 83,920 girls and 48,812 women took part in LSP programmes. 15,177 females took part in 96 targeted Women in Sport programmes.
- Over 1,000,000 people took part in 695 events registered across the country for the European Week of Sport through the Sport Ireland website. Flagship events during European Week of Sport 2021 included the Great Dublin Charity Bike Ride, European School Sports Day, National Fitness Day, Virtual Family Mile, #BeActive Paddle Day, and National Walking Day
- 13,320 participants took part in interventions supported by the LSP network including Daily Mile, parkrun, Playground Markings, Active Homework initiatives, and provision of physical activity resources.
- 6,862 participants took part in initiatives targeting Older Adults.
- 8,513 people with a disability took part in LSP initiatives with an additional 1,915 people trained across CARA’s Disability Awareness, Autism in Sport & Disability Inclusion Training and Education programmes.
- 29 Sport Inclusion Disability Officer positions were supported to encourage participation for people with disabilities in 29 LSPs.
- 29 Community Sports Development Officers were supported to activate local communities through targeted programmes, education and training for clubs and communities in 29 LSPs.

- 10 new Community Sport and Physical Activity hubs were established while providing continued support to 36 existing Community Sport and Physical Activity hubs across the country through Dormant Accounts Funding.
- 13 Urban Adventure projects were initiated across the country to create new opportunities for people living in disadvantaged communities to participate in outdoor adventure sports in urban settings.
- 137 Youth Leadership courses were supported across 19 LSPs to enable young people to deliver physical activity sessions to their peers, under the National Sports Education and Training hub through Dormant Accounts funding.
- 20 LSPs were supported through Dormant Account Funding to deliver specialised Volunteer training to help empowered volunteers to deliver more physical activity/sport opportunities at community level and to targeted groups.
- €2.2 Million was invested in the Local Sports Partnership network through a Covid-19 Restart and Renewal Fund. €1.6 million was allocated to the LSP network to administer a Covid-19 Club Small Grant Scheme, €600,000 was allocated to run Covid-19 grassroots Restart Fund

Programme

Overview

In 2021, €9.8m was allocated to support the core work of the LSP network; including the delivery of National Programmes, Education & Training initiatives, Strategic Development, Community Sports Development Officers (CSDO), the Sports Inclusion Disability programme, Women in Sport programmes and general participation programmes. €945,000 was invested in the Sports Inclusion Disability Programme to maintain the network of 29 Sports Inclusion Disability Officers to facilitate participation for people with a disability. The Sports Inclusion Disability Programme encourages and facilitates people with disabilities to participate in sport and physical activity and develop sustainable clubs and programmes under the National Physical Activity Plan Action 49. This investment is aligned to the Sport Ireland Policy on Participation in Sport by People with Disabilities.

€729,400 was invested in the Community Sports Development Programme which supports 29 Community Sports Development Officers to develop locally led plans and sustainable physical activity programmes under the National Physical Activity Plan Actions 44 & 46. The Community Sports Development Programme also focuses on broader inclusion initiatives delivering on the objectives of the Department of Justice and Equality Migrant Integration Strategy.

€265,000 was invested in the LSPs under the Women in Sport (WIS) Programme, which aims to increase women's participation in sport by providing and promoting participation opportunities for women, including women with a disability, women in disadvantaged communities, migrant women, older women, and teenage girls. This WIS investment is aligned to the Sport Ireland Policy on Women in

Sport. In addition, Sport Ireland contributed a further €607,605 to support programmes for Older People through Age & Opportunities “Go for Life” programme.

As well as delivering Sport Ireland initiatives the core funding of the Local Sports Partnerships underpins the nationwide rollout of Dormant Accounts Funding and many Healthy Ireland funded initiatives. For 2021, Sport Ireland successfully secured over €4.5m directly benefiting Local Sports Partnerships across Ireland. Sport Ireland also secured €21,759 of Healthy Ireland funding for LSP initiatives.

Ten new Community Sport and Physical Activity hubs were established while providing continued support to 36 existing Community Sport and Physical Activity hubs across the country. Community Sports and Physical Activity Hubs increase the number of people of all ages participating in sport and physical activity in their communities as identified under National Physical Activity Plan Action 41. The objective of the Community Sports and Physical Activity Hubs in disadvantaged areas is to bring local people together and provide a home for local clubs and sports organisations.

Thirteen Urban Outdoor Adventure Initiatives were rolled out nationally for a fourth consecutive year in 2021. Such initiatives ensure that there are opportunities for people living in disadvantaged communities to participate in outdoor adventure sports in urban settings supporting Action 37 within the National Physical Activity Plan. Opportunities for young people living in disadvantaged communities to experience outdoor adventure sports is limited due to natural environments, distance from traditional outdoor settings (forests, mountains etc.) where activities are usually offered, and need for equipment, supervision, training, and support to engage in these sports.

Youth Leadership, which aligns with the National Physical Activity Plan Action Number 48 ‘Develop programmes to address transitions and drop out from physical activity and sport’, focuses on fundamental leadership qualities and includes, amongst other things, inclusive sport adaptations and culminates in a module on pathways in sport and recreation. This programme develops generic leadership skills that can be applied to a variety of sports and/or recreational situations as well as contributing to the personal development of the learner. The programme also has the potential to impact on both early school dropouts in disadvantaged areas and dropout rates from sport within the targeted age group, with many LSPs linking the programme closely to local School Completion Programmes in their areas. In 2021, 137 Youth Leadership courses were supported across 19 LSPs to enable young people to deliver physical activity sessions to their peers, under the National Sports Education and Training hub through Dormant Accounts funding.

The volunteer supports initiative aims to successfully identify and assist targeted individuals who are volunteering in disadvantaged communities or with people with disabilities to gain community sport and physical activity leadership skills e.g., as coaches, leaders, referees, committee members etc. The intended outcomes of the initiative are to; increase the number of volunteer leaders in sport, produce a higher quality

of volunteer in sport leading to higher levels of participant engagement & empower volunteers delivering more physical activity/sport opportunities at community level and to targeted groups. 20 LSPs were supported through Dormant Account Funding to deliver specialised Volunteer training to help empowered volunteers to deliver more physical activity/sport opportunities at community level and to targeted groups.

Covid-19 Restart and Renewal Fund

In response to the Covid-19 Pandemic, Sport Ireland invested €2.2 Million in the Local Sports Partnership network through a Covid-19 Restart and Renewal Fund. €1.6 million was allocated to the LSP network to administer a Covid-19 Club Small Grant Scheme which was designed to reduce the risk of Covid-19 infection in club and community sports settings. The fund was developed to support clubs, which may not have the finances to implement Covid-19 related hygiene and social distancing protocols. 1,637 clubs were allocated funding through this scheme. A further €600,000 was allocated to run the grassroots restart fund to promote and develop programmes targeting grassroots sport and underrepresented communities, initiatives that support a return to volunteering and to support the resumption of sport and physical activity.

13. Sport Ireland Participation – Women in Sport

Unit Overview

Following an extensive project throughout 2018, Sport Ireland published its new Women in Sport (WIS) Policy in March 2019. The policy outlines Sport Ireland’s vision for women in sport as one where women have an equal opportunity to achieve their full potential, while enjoying a lifelong involvement in sport. Sport Ireland is committed to increasing women’s sustained involvement in sport as coaches, volunteers, club members, athletes, advocates, leaders, and participants from grassroots to the podium. Nora Stapleton was hired as the Women in Sport Lead to act authoritatively and strategically to develop and promote women and girl’s involvement in sport from leadership to participation to high performance. This role will contribute to the delivery of the organisations strategic vision of ‘developing a world class sports sector operating to the highest standards of governance and accountability.’ A key output for this role will be to lead, advocate for and evaluate this policy. Through the WIS Policy, Sport Ireland identified four key areas, which have emerged as current gaps and future opportunities for women in sport.

1. Coaching and Officiating
2. Active Participation
3. Leadership and Governance
4. Visibility

Link to National Sports Policy 2018-2027

Women in Sport is an integral part of all areas of the work of Sport Ireland and its various Units, particularly in relation to NGB, participation, governance, coaching, officiating, cross collaboration, OD&C, diversity and inclusion, marketing, and communications. Therefore, the lens of Women in Sport is applied when fulfilling most of the actions outlined in the NSP.

Actions particularly relevant to gender, diversity or Women in Sport include actions; 5, 6, 9, 10, 27, 28, 30, 31, 32.

Link to Sport Ireland Strategy

Sport Ireland Statement of Strategy Action Item 1:

Lead on the national ambition to increase the number of people participating in sport and physical activity.

Sport Ireland Statement of Strategy Action Item 2:

Promote the Value of Sport to include greater population awareness of the benefits of participation in sport through active and social participation, including volunteering.

Sport Ireland Statement of Strategy Action Item 3:

Build on existing proven structures whilst also seeking new and innovative approaches to increasing sport and physical activity and reducing inactivity

Sport Ireland Statement of Strategy Action Item 4:

Greater access to participation opportunities focused on reducing inequalities.

Sport Ireland Statement of Strategy Action Item 08:

Develop Sport Ireland as the lead agency for sports education in Ireland

Sport Ireland Statement of Strategy Action Item 13:

Support Sport Ireland funded bodies in achieving uniformly ambitious standards in the area of Corporate Governance

Sport Ireland Statement of Strategy Action Item 15:

Expand the Research & Evaluation Programmes as a vital resource in the progressive development of sport and physical activity

Programme Highlights

- ✓ The release of the Girls Get Active Research Report and launch of Girls Get Active pilot programmes.
- ✓ The development of a Gender Diversity on Boards Toolkit.
- ✓ Gender Balance on Boards Snapshot Three released.
- ✓ The continued delivery of a female specific mentoring programme through the Organisational, Development and Change Unit.
- ✓ The development of a media training programme for female analysts & panelists.
- ✓ The delivery of a Women in Sport Week.
- ✓ The delivery of a series of athlete role model videos.
- ✓ The delivery of NGB WIS programme videos.
- ✓ The establishment of the Women on Wednesday Sport Series.
- ✓ The establishment of a Women in Coaching Working Group & plans for an Elite Female Coaching Network.
- ✓ The release of a Women in Coaching Research Report.
- ✓ The creation and launch of a WIS Coaching Toolkit.
- ✓ The development of a Coaching Teenage Girls Workshop.
- ✓ The delivery of an Athlete Leadership Programme (Podium Performance).
- ✓ A new round of NGB funding for WIS programmes released in June 2021.

Programme Overview

In 2021, the WIS programme provided ongoing support to NGBs and LSPs as well as concentrating on developing or implementing programmes at a national level to benefit stakeholders.

Girls Get Active Project

Sport Ireland released its Girls Get Active research project. Through this Dormant Account Funded project, Sport Ireland sought to develop a resource for use by the sports sector Local Sports Partnerships

(LSPs) and National Governing Bodies (NGBs)) to support them in their development and implementation of sports programmes targeting adolescent girls in disadvantaged areas to participate in sport and physical activity.

Launched in January 2021, the [Girls Get Active Report](#) discovered what really matters in girls lives through five key anchors. By combining the exploration of girls' wider lives and what is important to them, with our understanding of their experiences and barriers in sport, the researchers developed eight important principles to engage and connect with teenage girls, to support them to embrace sport and physical activity into their lives. Sports organisations can use these Eight Principles for Success to check and challenge existing programmes to enhance appeal and relevance for the target audience. They can also be used to innovate and develop completely new initiatives through a teenage girl lens.

In order to put the eight principles mentioned above into practice and explore how they might be applied, Sport Ireland developed four pilot sport and physical activity programmes. The Sport Ireland [Girls Get Active Hackathon](#) event in April 2021 provided an online brainstorming virtual event for teenage girls, parents, teachers, sports development officers, volunteers in sport and anyone else interested, to come together to help design sports programmes for teenage girls. The four pilot programmes were rolled out in four LSPs through Q3 and Q4 of 2021 with ongoing evaluation and monitoring taking place. A Girls Get Active funding stream was made available through Dormant Accounts 2021 with a number of LSPs applying for funding to create programmes using the 8 Key Principles.

Coaching Girls Workshop

Sport Ireland launched a multi-sport coaching workshop for coaches of teenage girls. The aim of the workshop is to upskill and educate coaches of teenage girls' teams/athletes in order to address the dropout of teenage girls from sport/physical activity. The workshops were rolled out in LSPs and NGBs across Ireland from October 2021. As part of the project, Sport Ireland and The Camogie Association have partnered to evaluate the workshop and determine its success at retaining girls in sport. The evaluation piece of this project will continue into 2022.

Gender Balance on Boards

In March 2020, Sport Ireland released its first snapshot of board composition figures from across the NGB sector and progress made towards gender balance on boards. This snapshot highlighted that the percentage of females currently serving on the boards of NGBs increased to 29%, up from 24% in March 2019. A second snapshot summarising women's leadership roles in NGBs and LSPs was released in December 2020 with the same result, 29%. The latest Snapshot obtained in October 2021 showed that this percentage has increased to 32%.

In December 2020, Sport Ireland launched its Gender Diversity on Boards Toolkit for use by the sports sector (Local Sports Partnerships (LSPs) and National Governing Bodies (NGBs)) to guide and support them in developing more gender equal boards and committees. In 2021, Sport Ireland hosted three webinars for staff, Board members and committee members from NGBs and LSPs to demonstrate the toolkit and its usefulness.

Diversity and inclusion modules with an emphasis on gender were also added to the Arena Leadership programme and the Accelerate management programme to support the overall awareness of the importance of gender equality in sport.

Women in Coaching Research Report

In June 2020, Sport Ireland undertook its first ever study exclusively targeting active and inactive female coaches across all sports on the island of Ireland. The specific aims of the research were to:

- ✓ Develop a more in-depth understanding of the status of females in coaching roles in Ireland,
- ✓ Investigate the challenges and opportunities to increase the numbers of females coaching across all sports and at all levels; and
- ✓ Use the feedback to develop good practice programmes, resources, or strategies that NGBs and LSPs can use to recruit, retain, develop, and progress female coaches.

In March 2021, Sport Ireland released its Women in Sport Coaching Research Report providing an overview of the research findings and key emerging themes which can be seen below. The report will benefit Sport Ireland Coaching, NGBs and LSPs in their work to recruit, support, develop and retain female coaches.

Women in Coaching Toolkit

Using the information discovered in the Women in Coaching Research Report, the Women in Coaching Toolkit was developed and launched in September 2021. The toolkit supports all organisations in the recruitment, development, and retention of women in coaching. It is the first document of its kind in Ireland and provides hundreds of practical solutions and suggested actions for organisations to increase the number of women coaching. A Coaching Toolkit Symposium was delivered in November to further introduce NGB staff to the content of the toolkit and how to use it. Over 60 representatives from sport attended the Symposium and worked through ideas and actions for their sport targeting the recruitment, development, and retention of women in coaching. By using the suggestions in the Toolkit, sports hope to broaden the base of female coaches and increase the percentage of those progressing into high performance side of sport.

Podium Performance – An Athlete Leadership Programme

In order to better support some of Ireland's leading female National teams, Sport Ireland implemented a leadership programme for the captains/leaders from five NGB teams. The programme got underway in March 2021 and aimed to enable individual athlete leaders to develop and consistently lead to the absolute best of their ability. Shifting their leadership performance from good to great, through an increased understanding of self and what it takes to lead in a high-performance environment, will be central to the development of the athlete. The programme also provided individual mentoring support for each participant from experienced female leaders who understand the specific challenges faced and can help athletes enhance their capability to build insight, knowledge, and understanding of self.

Sport Ireland Punditry and Analysis Training Programme

In March 2021, Sport Ireland launched its media programme to help increase the number of visible female role models in the sports media. The aim of the programme was to upskill female analysts and panelists across key sports in order to assist, prepare and support them in sports media roles. This programme aids the overall visibility of females in sport and media. Due to unprecedented demand from applicants, Sport Ireland added additional supports for those unsuccessful in their application to avail of.

Women in Sport Week 2021

To celebrate International Women's Day in 2021, Sport Ireland hosted its first ever Women in Sport Week from 8th – 14th March 2021. Using it as an occasion to highlight ongoing projects within Sport Ireland, as well as raising awareness of female athletes and WIS programmes in the National Governing Bodies, the week proved an enormous success from a visibility perspective with increased social media engagement as a result. Sport Ireland aim to host this event annually to coincide with International Women's Day.

NGB WIS Funding Cycle 2021/2022

In February 2021, Sport Ireland announced an increase of 1 million euro to its Women in Sport NGB budget and opened the application process. 45 NGBs were successful in their application for investment under the WIS programme and awarded funding in June over a two-year commitment.

Sport Ireland supported a pilot programme in NGBs targeting coaches of midlife women. Coordinated by Triathlon Ireland with coaches from themselves and three other sports (Cycling Ireland, Swim Ireland, and Athletics Ireland). The programme sold out and demonstrates a huge demand from coaches interested in upskilling and who work with women in the various stages of menopause.

14. Cross Collaboration

Unit Overview

Established in 2020, the Cross Collaboration Unit, as part of the Participation Unit, is responsible for developing and promoting collaborative working across the sport sector to increase participation in sport. Particular areas of work that the Cross Collaboration team have responsibility for are Dormant Accounts funding, Healthy Ireland funding, delivery of European Week of Sport, and development of a Volunteer Strategy.

In order to progress this work, it is vital that the unit continues to support the sector to work together to deliver on the objectives of the National Physical Activity Plan and the National Sports Policy. The Cross Collaboration team provide support through hosting meetings and conferences, sharing information, and highlighting best practice to manage the continued growth in this area. There are meaningful partnerships and collaborations happening across the sporting landscape between NGBs, LSPs and other funded bodies, and this unit assists those to grow. It is critical to ensure that the collaboration across the sector continues to grow. The team also help bridge the work within Sport Ireland and the wider sports sector, and in addition, works to enhance the particularly important connection to the organisations that have a particular relationship with our various target audiences to deliver on relevant NSP actions.

Link to National Sports Policy 2018-2027

The Cross Collaboration team is responsible for developing and promoting collaborative working across the sport sector to increase participation in sport. As many of the strategic objectives throughout the National Sports Policy will ultimately be driven and achieved through cross collaboration and partnership working, the team's activity has the potential to make a significant impact in the delivery of many of those strategic objectives within the document.

Actions particularly relevant to the Cross Collaboration team include actions; 3, 5, 6, 9, 14, 28, 34, 45, 48.

Link to Sport Ireland Strategy

Sport Ireland Statement of Strategy Action Item 2:

Promote the Value of Sport to include greater population awareness of the benefits of participation in sport through active and social participation, including volunteering.

Sport Ireland Statement of Strategy Action Item 4:

Greater access to participation opportunities, focused on reducing inequalities.

Sport Ireland Statement of Strategy Action Item 6:

Expanding the group of highly effective NGBs to 40.

Sport Ireland Statement of Strategy Action Item 7:

Identify priority sports that are more likely to have lasting benefits over the life course to receive greater investment over the strategy period.

Programme Highlights

2021 Dormant Accounts Funding

Sport Ireland invited NGBs, LSPs and other funded bodies to apply for support under the Dormant Accounts Fund in 2021 to continue to support the work they had been carrying out during the Covid-19 pandemic.

The Cross Collaboration Unit manages the overall DAF budget and works with the Participation Unit and National Governing Bodies Unit to manage the funding for the 29 Local Sport Partnerships, 64 National Governing Bodies, CARA, Ireland Active, and Age and Opportunity. As well as external projects, various units within Sport Ireland access funding for internal projects.

Recommendations to support National Governing Bodies projects were presented to the Sport Ireland Grants Committee on May 5th, 2021. These recommendations were subsequently presented to the Sport Ireland Board on 25th May 2021. The Department of Tourism, Culture, Arts, Gaeltacht, Sport, and Media, and the Department of Rural and Community Development, signed off on these recommendations in November 2021 and then allocations were made to the relevant projects. This funding covers a range of areas including Volunteer Supports, Youth Leadership, and NGB Inclusion projects.

Healthy Ireland Funding 2021

The Cross Collaboration Unit managed and administered the Healthy Ireland Fund in 2021. The Department of Health allocated Sport Ireland €800,000 in 2021. In Q1 2021 Sport Ireland invited applications from specific sporting organisations and internal units to apply for Healthy Ireland Funding. Sport Ireland presented recommendations to the Sport Ireland Grants Committee in April 2021, and then to the Sport Ireland Board in May 2021. This funding support projects such as the National Digital Database and Get Ireland Swimming Cycling and Running.

European Week of Sport 2021

Sport Ireland is the designated National Coordinating Body by the European Commission for the European Week of Sport in Ireland. The European Week of Sport took place between 23rd -30th September 2021.

The European Week of Sport is a weeklong celebration of sport and physical activity and in 2021 had over 600 events take place nationally throughout the week including #BeActive Paddle Day, National Walking Day, and the European School Sports Day. A wide variety of events took place over the week consisting of outdoor and virtual activities including open water swimming, orienteering, yoga, and outdoor fitness classes. Sport Ireland continued to implement an online registration process where clubs and organisations

could register their own European Week of Sport event. In total, over 1,000,000 people took part in events during European Week of Sport.

The European Week of Sport flagship events reflected Sport Ireland's participation strategy by supporting and promoting flagship events which target specific population groups including women, people with a disability, migrants, older adults, young people, and families.

Programme Overview

Sport Ireland has been working through the support of Dormant Account Funding since 2015 to increase collaborative working across the sector to increase recreational participation in sport, with a particular focus on the harder to reach groups. Sport Ireland seek innovative applications for Dormant Accounts Funding to support the Actions from the National Sports Policy and the National Physical Activity Plan to implement and support participation programmes with a focus on disadvantaged communities. Projects are encouraged to build on investments to date and demonstrate appropriate partnership working with other NGBs, LSPs or other relevant agencies. Sport Ireland aim to continue to support various programmes through Dormant Accounts funding, ensuring that sporting bodies maintain their readiness for a return to sport and the gradients impacting hard to reach groups continue to be addressed.

Healthy Ireland, A Framework for Improved Health and Wellbeing 2013-2025 is the national framework for action to improve the health and wellbeing of Ireland over the coming generation. Sport Ireland has been selected by the Department of Health and Healthy Ireland as a key delivery partner under Strand 2 of the Healthy Ireland Fund. Sport Ireland invites organisations to apply for funding to implement discrete and specific actions that align to the Healthy Ireland National Physical Activity Plan. The primary aim of the Fund is to support innovative, cross-sectoral, projects and initiatives that support the implementation of key national policies in areas such as health status, weight, obesity, tobacco use, alcohol consumption, physical activity, mental wellbeing, social connectedness, sexual health, and access to green spaces. Sport Ireland aim to continue to support various programmes through Healthy Ireland funding, supporting innovative, cross-sectoral, projects and initiatives that support the implementation of key national policies to improve the health and wellbeing of Ireland.

Launched in 2015 the European Week of Sport runs every year from 23rd to 30th September. The European Week of Sport was created in response to the worsening inactivity crisis. Despite sport and physical activity substantially contributing to the well-being of European citizens, the level of physical activity is currently stagnating and even declining in some countries. The week is for everyone, regardless of age, background, or fitness level. With a focus on grass roots initiatives, its purpose is to inspire Europeans to #BeActive more regularly and to exercise more throughout the year, but especially within the period of the campaign.

Sport Ireland is the National Coordinating Body for the European Week of Sport in Ireland and are funded by the European Commission to deliver the initiative.

15. Sport Ireland Ethics

Unit Overview

In the area of safeguarding, Sport Ireland's remit is to develop and disseminate guidelines and codes of practice promoting best practice for the protection of children in sport consistent with child protection guidance and legislation.

In order to advance this function, Sport Ireland engages with over 60 autonomous National Governing Bodies of Sport to raise awareness of and promote behaviors to uphold good practice and fair play in all sport.

With regard to Diversity and Inclusion, the Ethics Unit leads on the development of inclusive sport, working across all Sport Ireland units to embed and implement inclusion and diversity programmes within the whole sporting community.

Link to National Sports Policy 2018-2027

Diversity and Inclusion: Action 6

Link to Sport Ireland Strategy

Diversity and Inclusion Sport Ireland Strategy Objective number 4

Safeguarding Sport Ireland Strategy Objective number 14

Programme Highlights

Safeguarding

Sport Ireland Safeguarding Audit Framework

The Sport Ireland Safeguarding Audit framework supports National Governing Bodies to strengthen their adherence to safeguarding policies and procedures thereby ensuring that children and young people are protected in sport. It has been designed to help sporting organisations safeguard children from harm, meet their legal obligations and adopt best practice.

March 2021 began the Club Self-Assessment phase of the Sport Ireland Audit Framework. This provides National Governing Bodies with a tool to assess the adherence levels amongst affiliated clubs. This will see all clubs with underage members completing a dedicated safeguarding questionnaire and submitting it to their National Governing Body for review.

The process is scheduled to run for 12 months and will conclude in March 2022.

European Union / Council of Europe Joint Safeguarding Project

Sport Ireland (Ethics Unit) are currently part of the EU / Council of Europe project entitled “Child safeguarding in Sport. Up your game, strengthen your squad!” (CSiS). Sport Ireland have been asked to perform the role of expert consultant given its level of experience with the implementation of best practice and legal requirements in the area of Safeguarding young people in sport, and also the establishment of a network of National Children Officers.

Diversity & Inclusion

In supporting the delivery of relevant actions in the National Sports Policy, Sport Ireland commenced the process of developing a Diversity and Inclusion policy to further broaden the scope of its diversity and inclusion remit. The policy will build on the success and impact of both the Sport Ireland Policy on Participation in Sport by People with Disabilities and Sport Ireland Policy on Women in Sport.

To aid Sport Ireland in further understanding the needs of the sector in this area, Sport Ireland conducted a widespread consultation process throughout 2021. The insights gained during this process have formed the basis for the Sport Ireland Policy on Diversity and Inclusion in Sport. This policy will be published in 2022.

Programme Overview

a. Safeguarding

Sport Ireland considers safeguarding of children in sport is of paramount importance. Sport Ireland continues to develop and invest in our ethics programme to ensure children and young people’s experiences of sport are fun, enjoyable and conducted in the spirit of fair play.

Sport Ireland acts in a guidance and support capacity to over 60 recognised National Governing Bodies of Sport in the area of Safeguarding and Child Protection. Our remit is to develop and disseminate guidelines and codes of practice promoting best practice for the protection of children in sport consistent with child protection legislation.

In order to advance this function Sport Ireland provides a suite of tools and resources, including:

Sport Ireland’s Safeguarding Guidance for Children and Young People in Sport:

Sport Ireland’s Safeguarding Guidance for Children and Young People in Sport aims to help sporting bodies create a culture of safety that promotes the welfare of children and young people engaged in sporting activities. The guidance was developed to support National Governing Bodies of Sport and clubs to ensure they can meet their child safeguarding and child protection responsibilities. It was prepared in the context of the challenges that National Governing Bodies and their clubs face on a day-to-day basis, ensuring that current best practice is followed while also complying with today’s relevant legislation.

The document contains guidance and information in relation to carrying out a risk assessment; the development of a Child Safeguarding Statement; and the development and implementation of policies and procedures for safeguarding and protection of children and young people.

Also included in the document are a number of policy and procedural templates, which an NGB can tailor to suit the specific needs of their sport and their membership.

Sport Ireland Safeguarding Workshops:

Sport Ireland's Safeguarding programme is aimed at sports leaders & adults who are involved in the organisation of sport for children and young people. The goal of the programme is to promote awareness of best practice and legal requirements in the area of safeguarding & child protection. To advance this function, Sport Ireland offers three workshops in the area of safeguarding & child protection. This encompasses a basic awareness workshop for all sports leaders, and role specific training for Club Children's Officers and Designated Liaison Persons.

Resources

Sport Ireland has produced a number of tools and resources to support safeguarding in sport. Staying Safe Online is an online resource targeted at all those involved in sport and physical activity. The Safe Sport App is an information and guidance tool for everyone involved in sport for children and young people. The app is aimed at creating greater awareness and understanding about safeguarding and best practice principles in children's sport. Sport Ireland's Safeguarding Audit Framework was designed to support National Governing Bodies to strengthen adherence to safeguarding within their sport.

Leading in the Area of Safeguarding

The Ethics Unit continues to promote the importance of safeguarding children and young people in sport. Through our engagement with the sport sector, collaboration with our colleagues in Sport NI, and with other strategic partners, the Ethics Unit contributes our experience and expertise in raising awareness of the importance of safeguarding in sport.

b. Diversity and Inclusion

In order to advance Sport Ireland's commitment to Diversity and Inclusion, the Ethics Unit is involved in the delivery of the following:

Diversity and Inclusion Consultation Process

Throughout the first half of 2021, Sport Ireland conducted a comprehensive consultation process to inform the development of its first Diversity and Inclusion Policy.

This involved the dissemination of a survey, semi-structured interviews and a series of focus groups. Over 2,500 people / organisations contributed to the process across the various methods of consultation.

Intergovernmental Input

The Ethics Unit represents Sport Ireland on the Migrant Integration Monitoring and Coordination Committee, and contributes to the National Traveler and Roma Inclusion Strategy, the LGBTI+ Strategy and the LGBTI+ Youth Strategy.

The Ethics Unit continues to promote the importance of diversity and inclusion through our engagement with key stakeholders and strategic partners, seeking to ensure that diversity and inclusion is embedded across the organisation and the sport sector

LGBTI+ Support

In June 2021, Sport Ireland in conjunction with Sporting Pride ran the #LetsGetVisible Campaign. The aim of the campaign was to support and promote the importance of visibility and representation amongst the LGBTIQI+ community. Sport Ireland and a range of stakeholders shared the #LetsGetVisible message across our platforms

16. Sport Ireland Outdoors

Unit Overview

Sport Ireland Outdoors plays a lead role in promoting and supporting participation in all forms of outdoor sport and physical activity in Ireland along with the sustainable development of this sector.

This includes the management of the National Trails Register and trail accreditation system in Ireland and supporting several infrastructure developments and participation initiatives such as Greenways, Blueways, Get Ireland Walking, and Get Ireland Cycling.

The unit works very closely with a wide range of national and local partners including National Governing Bodies of Sport and the Local Sports Partnership Network to create opportunities for people to participate in outdoor sports in Ireland.

Outdoor sports include all sport and physical activity that can be undertaken in natural outdoor settings and includes recreational walking, cycling, water sports, and land-based adventure sports.

[Link to National Sports Policy 2018-2027](#)

The outdoors unit is focused on supporting several sporting bodies and other organisations to develop and promote outdoor sports. As well as this, the unit supports the development of recreational trails throughout Ireland, which are all developed to encourage more people to be active in the great outdoors.

There are many actions outlined within the National Sports Policy 2018-2027 which reference the importance of outdoor recreation and how the wider natural and built environment can facilitate participation in sport and physical activity in particular action 13.

The work that the outdoors unit is currently undertaking and the work the unit will work on over the next number of years will certainly contribute to ensuring these actions are achieved.

[Link to Sport Ireland Strategy 2018-2022](#)

Sport Ireland Statement of Strategy Action Item 1:

Lead on the national ambition to increase the number of people participating in sport and physical activity.

Sport Ireland Statement of Strategy Action Item 2:

Promote the Value of Sport to include greater population awareness of the benefits of participation in sport through active and social participation, including volunteering.

Sport Ireland Statement of Strategy Action Item 3:

Build on existing proven structures whilst also seeking new and innovative approaches to increasing sport and physical activity and reducing inactivity

Sport Ireland Statement of Strategy Action Item 4:

Greater access to participation opportunities focused on reducing inequalities.

Programme Highlights

- National Digital Database moved into full development in 2021
- Co-lead on the development of a cross government National Outdoor Recreation Strategy
- Inaugural HER Outdoors Week campaign delivered
- Development of Recreational Horse Trail Criteria for Ireland
- Lead on the delivery of an interagency Water Safety Campaign #BeWaterSafe
- Development of Sport Ireland Outdoors Trail Booklets in conjunction with the Irish Examiner
- Listing of 900+ trails on the National Trails Register
- 248 Technical Trail assessments undertaken on walking and cycling infrastructure in Ireland
- Continued management of National Trails Insurance Policy
- 13 Urban Outdoor Adventure Initiatives delivered through the Local Sports Partnership Network

Programme Overview

National Database of Sport & Recreation Amenities

Sport Ireland's National Database of Sport & Recreation Amenities project moved into full development phase in 2021, with considerable progress made. A series of briefings and consultations were also held to inform and engage stakeholders, including government departments, local authorities, state agencies, local sports partnerships, and national governing bodies of sport.

Infrastructure Development & Support

Sport Ireland Outdoors continued to support the sustainable development of Ireland's recreational trails network in 2021, which includes walking, cycling and water trails (Blueways). The programme promotes standards and good practice for trails and maintains a National Trails Register.

Sport Ireland also released the updated Recreational Horse Trails Criteria for Ireland in 2021. The criteria will be the benchmark for the development of horse trails throughout the country ensuring that quality infrastructure is being developed to enable accessible, safe, and enjoyable trail riding opportunities in Ireland. The criteria also outline an appropriate system for the classification and grading of horse trails in line with international best practice.

Sport Ireland Outdoors carried out 248 Technical Trail assessments undertaken on walking and cycling infrastructure in Ireland.

Sport Ireland Outdoors continued to build capacity and support agencies and communities through its education and training programme in 2021 through the delivery of their online 'Introduction to Walking Trail Planning' course. 11 online courses were delivered in 2021.

National Outdoor Recreation Strategy

Sport Ireland are co-leading on the development of a National Outdoor Recreation Strategy which is being developed by Comhairle na Tuaithe (Ireland's national advisory body on outdoor recreation) in conjunction with the Department of Rural and Community Development. Comhairle includes representatives from farming organisations, recreational users and state bodies with a responsibility or interest in the countryside.

The strategy will provide a vision and an overarching framework for the growth and development of outdoor recreation in Ireland, creating a shared approach for the many strategies, programmes, agencies, and elements in Ireland's outdoor recreation sector.

The scope of the strategy covers recreation activities that take place on land, water and in the air. It will also include activity tourism and passive enjoyment of the outdoors.

HER Outdoors Week Campaign

In 2021, Sport Ireland delivered the inaugural HER Outdoors Week to encourage females to discover their sense of adventure and experience everything the outdoors has to offer in terms of physical activity. With over 250 events taking place nationwide and nearly 5,000 females active across 7 days, this campaign aims to inspire all females to embrace outdoor sports, try something new, and get involved in a social activity.

Sport Ireland, together with the network of Local Sports Partnerships and outdoor National Governing Bodies of Sport came together to facilitate and run activities throughout HER Outdoors Week, which encouraged females of all ages to get outdoors and try something different in a bid to increase physical activity levels among females across Ireland.

Water Safety Campaign #BeWaterSafe

Sport Ireland led on a Water Safety in Ireland campaign in 2021. In an effort to consolidate and collaborate communications in the sector and strengthen messaging around safety in the outdoors, Sport Ireland developed a collaborative press release and cohesive social media assets which were circulated to all stakeholders to use to ensure everyone was pushing out the same consistent messaging to educate the public on water safety.

Irish Examiner and Sport Ireland Outdoors Trail Booklets

Sport Ireland Outdoors collaborated with the Irish Examiner in 2021 to present a three-part series displaying 100 walking and cycling trails across the country that people could enjoy during the summer months. These booklets contained a series of waymarked walking and cycling trails taken from the National Trails Register, which have been developed by local communities and organisations in Ireland.

Participation Programmes & Initiatives

Sport Ireland Outdoors continued to lead the Get Ireland Walking initiative in 2021, which aims to promote and encourage recreational walking for health, fitness, and leisure in Ireland. Sport Ireland collaborated with Get Ireland Walking and six National Governing Bodies of Sport, to see sports facilities with walking paths open their gates in 2021, to support looking after people's wellbeing and mental health.

Over the last number of years, hundreds of GAA clubs up and down the country have turned on the lights on their walkways to facilitate walkers during the winter months. In 2021, a considerable number of GAA clubs once again supported the initiative. They were joined by five other National Governing Bodies of Sport for the first time thanks to the Government's Healthy Ireland Keep Well campaign, with the benefit of Sláintecare funding and Sport Ireland partnership which allowed for the broadening out of the campaign. Sport Ireland Outdoors continued to work with Cycling Ireland and other stakeholders in the cycling sector in 2021 to develop the Get Ireland Cycling Initiative. This project aligns with the Department of Transport's Cycling policy. Sport Ireland has also continued to work in partnership with the Greenway development unit in the Department of Transport, to support the development and evaluation of Greenways in Ireland.

Sport Ireland Outdoors supported thirteen Local Sports Partnerships to deliver Urban Outdoor Adventure Initiative in 2021. This Dormant Account Funded programme aims to create new opportunities for people to participate in outdoor sports in urban settings.

Programme Overview

Sport Ireland continued to support the Leave No Trace Ireland programme in 2021. This programme seeks to promote responsible outdoor recreation by providing research, education, and outreach so every person who ventures outside can protect and enjoy the outdoors responsibly.

Sport Ireland also supported a new national public awareness campaign which was led by Leave No Trace Ireland. This campaign was very much about calling on the public to exercise renewed care and responsibility when outdoors in managing dogs, preventing litter, and ensuring that there are no fires unless on a designated site

The unit continues to be a part of the Blueway Partnership with Sport NI, Tourism NI, Fáilte Ireland, and Waterways Ireland. This partnership coordinates and supports all Blueway development on the island of Ireland. At the end of 2021, there were nine applications submitted to the partnership for their stage 1 Blueway accreditation and two Blueways had moved onto stage two. Blueways are approved and branded multi-activity trails aiming to encourage and support recreation on or near water.

Sport Ireland Outdoors continues to build on its relationship with CARA in 2021 to increase awareness, and promote the Accessibility in the Outdoors Guidelines, and ensure outdoor environments are more accessible and inclusive for people with disabilities to engage in outdoor sports.

Sport Ireland Outdoors acts as national coordinator for the development of the EuroVelo routes in Ireland. The route passes through 10 counties on the western and southern coast.

17. Organisational Development & Change

Unit Overview

Sport Ireland's Organisational Development and Change (ODC) Unit is primarily focused on providing support to the sports organisations which receive funding from Sport Ireland including National Governing Bodies and Local Sports Partnerships. There are several aspects to the unit's work, which include Capability Building, Organisational Development & Change Interventions and Networks.

Link to National Sports Policy 2018-2027

In a general sense, the ODC Unit's activity is focused on developing the overall effectiveness of the sports sector organisations, and specifically the board members and employees who work within them. As many of the strategic objectives throughout the National Sports Policy will ultimately be driven and achieved in part through these individuals, the Units activity has the potential to make a contributing impact throughout many of those strategic objectives within the document and in related strategies such as the Sport Ireland Strategy 2018 – 2022. In a specific sense, the ODC Units activity has a substantial impact on the following:

National Sports Policy Action Item 31: Sport Ireland will oversee a process to have all NGBs and LSPs adopt the Governance Code for Sport by the end of 2021. As part of this process, Sport Ireland will also identify and put in place the training and supports needed by different organisations to assist with the adoption process.

National Sports Policy Action Item 34: We will foster and encourage collaboration within the sports sector and between sport and other sectors through training and development initiatives and through the provision of financial and other incentives to stimulate collaborative behavior at all levels of sport. We will work on an all-island basis in this regard. We will seek to develop a stronger relationship with the education system in particular in our efforts.

Link to Sport Ireland Strategy

Sport Ireland Statement of Strategy Action Item 5:

Build the performance pillar of Irish sport which is vital to active and competitive sportspeople

Sport Ireland Statement of Strategy Action Item 13:

Support Sport Ireland funded bodies in achieving uniformly high standards in the area of Corporate Governance

Sport Ireland Statement of Strategy Action Item 16: Sport Ireland will invest in its own organisational development and the development of its staff to ensure that all of its activities are carried out to the highest standards.

Link to Department of Health/HSE “Connecting For Life Strategy”

Connecting for Life Strategy Action Item 5.4.2: Deliver training in suicide prevention to staff in government departments and agencies who are likely to come into contact with people who are vulnerable to/at risk of suicidal behaviour.

Programme Highlights

- The ASPIRE Graduate Employment programme ran with graduates placed in fifteen Sport Ireland funded organisations.
- The second round of the ACCELERATE Management Development programme was completed with three streams of 22 participants from 36 different organisations.
- The Find Your Fit programme was further developed to empower organisations to support the wellbeing of their employees. 21 Organisations nominated an employee from their organisation to take on the role of Wellbeing Champion. They were further supported through facilitated Wellbeing Champion Networking Group sessions, and they received certified Mental Health First Aid training. As part of their CPD, Wellbeing Champions attended the Advanced Diploma in Corporate Wellbeing Coaching.
- The third cycle of the M-Power Mentoring program was completed with 22 mentors and 22 mentees. The fourth cycle of the program was completed with 19 mentors and 19 mentees. The fifth cycle of the program commenced with 16 mentors and 16 mentees.
- The Gov-Enhance Governance Support Programme continued during the year. Circa 1050 participants attended 28 events including Board Training, Chairpersons’ and Board Secretaries’ Networking Events. This included 170 attendees for the Annual Gov-Enhance Evening Seminar focused on Diversity and Inclusion on Boards.
- Organisational Development and Change Interventions were commenced or completed in four organisations on a tailored and specific basis.
- 30 hours of executive coaching were carried out with 5 sectoral employees from a range of organisations.
- 99 psychometric reports were completed and feedback sessions undertaken with sectoral employees from a range of organisations.

- 85 participants from the sector commenced or completed a range of accredited CPD programmes including, Mediation, Advanced Diploma in Personal, Leadership and Executive Coaching, Advanced Diploma in Corporate Wellbeing Coaching and the IPA Level 9 Professional Diploma in Corporate Governance.
- 246 participants attending an array of skills development courses in areas including Business Report Writing, Securing Sponsorship, Social Media and Strategic Planning.

Programme Overview

Organisational Capability Building

This refers to the strategic management of Organisational Capability Building (OCB) in client sports organisations across eight capability areas:

- Organisational Leadership
- Change Management
- Risk Management
- Strategic Planning
- Employee Performance Management
- Project Management
- Corporate Governance
- Stakeholder Engagement

Organisational Capability was built through a range of Learning, Advisory & Systems support services which included:

- Training Courses, Workshops and Seminars
- E-Learning
- Executive Coaching
- Psychometric & Behavioural Assessments
- Workplace Mediation
- Expert Advice – HR & Employment Law

- Expert Advice - Capability Building
- Senior Level Recruitment Support

Organisational Development and Change Interventions

Sport Ireland managed a number of interventions which were delivered on a specific & tailored basis with client sports organisations. Such interventions took place at Individual, Group and Organisation wide level. The underlying purpose of the activity was the continual improvement of Organisational effectiveness within the client sports Organisations. Such interventions focused on areas including Organisational Assessment, Team Building, Intergroup Relations, Organisational Design and Cultural Change.

Networks

Sport Ireland facilitated a range of sectoral networking groups which comprised of professionals operating in a variety of different career/role types. The purpose of each group is to support peer learning, idea sharing and networking between participants. There are currently five such groups in operation:

- **Leadership** (for NGB Chief Executives, LSP Co-ordinators and other sector-based Senior Managers)
- **Human Resources** (for sector based Human Resource Management professionals)
- **Coaching & Mentoring** (for sector based executive coaches and mentors)
- **Gov-Enhance Governance Chairpersons** (for sector-based Chairpersons)
- **Gov-Enhance Governance Secretaries** (for sector-based Secretaries)

18. Research & Innovation

Unit and Programme Overview

The Sport Ireland Research and Innovation Unit was established in January 2021. Sport Ireland's Research Strategy was launched on the 7th December 2021 by Minister of State for Sport and the Gaeltacht Jack Chambers TD. The Research Strategy marks Sport Ireland's commitment to support a culture of curiosity and progress underpinned by robust research across the sports sector. The goal of the Research and Innovation unit is to lead the generation and mobilisation of knowledge in Irish Sport, providing rich insights, which inform action and innovation for a world class sporting sector.

Link to National Sports Policy 2018-2027 and Sports Action Plan 2021-2023

The first chapter of the National Sports Policy acknowledges the contribution of sport by referencing the extensive research that has been carried out to date. The goals, KPIs and targets of the policy are all tracked and monitored using core Sport Ireland Research projects such as the Irish Sports Monitor and the Children's Sport and Physical Activity Study.

The Research Unit's activity underpins many of the values of the National Sports Policy 2018-2027. Our research provides the knowledge, monitoring and insights required for an evidence led and outcome focused policy. The Unit's work in evaluation underpins the accountability frameworks required of the policy. Our work in Innovation underpins the encouragement and stimulation of innovative solutions to the challenges the policy seeks to address.

A number of policy actions make specific reference to research including Action 10 to use research to better understand the issues around non-participation, Action 35 which requires Sport Ireland to develop a research strategy to improve relationships between practice, policy and research and to develop an online sports research data repository, Action 36 in which Sport Ireland will develop standardised evaluation frameworks to allow for the robust assessment of sporting investments and Action 47 which aims to build the capacity of the sports sector to research, evaluation and information systems.

Chapter 7 of the Sports Action Plan 2021 to 2023 is focused on Research and Evaluation with additional actions to research the contribution of Irish sport to the UN Sustainable Development Goals and to better understand participation in sport among marginalised groups.

Link to Sport Ireland Strategy

Sport Ireland's strategy highlights the need for strong research programmes to provide an empirical basis for practice and policy. Action 15 of the Sport Ireland Strategy aims to increase the quality and quantity of research published by Sport Ireland, develop a Research Strategy and implement enhanced research and evaluation frameworks within Sport Ireland.

Programme Highlights

Sport Ireland Research Strategy

On the 7th December 2021 the Sport Ireland Research Strategy was launched by Minister of State for Sport and the Gaeltacht, Jack Chambers TD, delivering on action 35 of the National Sports Policy, Action 7.1 of the Sports Action Plan and Action 15 b) of the Sport Ireland Strategy. The extensive Research Strategy consultation engaged with all key organisations in the Irish sports sector.

Value of Sport in Ireland

On the 20th September 2021, Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media Catherine Martin TD and Minister of State for Sport and the Gaeltacht, Jack Chambers TD launched Value of Sport Report. The research found that Participation in sport and physical activity prevents nearly 100,000 cases of disease annually, generating health care savings to the Government of nearly €0.4bn. Sport-related jobs in Ireland accounted for 2.8% of all Irish employment in 2018, while consumers spent €3.3bn on sports related goods and services. Furthermore, the hours contributed by volunteers in Irish Sport in 2019 was valued at €1.5bn. The Value of Sport report highlights broad health and economic benefits of Sport to Ireland.

Irish Sports Monitor and COVID 19 monitoring

Irish Sports Monitor (ISM) fieldwork was carried out throughout 2021. The ISM research gives insight into participation in sport and physical activity among adults aged 16+. It helps monitor population behaviours in active and social participation in sport including in demographic analysis on the gender, age and socio-economic gradients in that participation. The ISM work which was carried out in 2021 was critical in monitoring and understanding the unprecedented impact the pandemic had on the sporting behaviours of the population. The core ISM survey was administered to almost 8,500 respondents in 2021, while ISM flexible modules researched issues such as attitudes to sport during the pandemic, use of technology, diversity and inclusion, and attitudes to the 2020 Olympics.

Sport Ireland Online Research Data Repository

Sport Ireland completed a data mining project in 2021 to uncover the range of sport related datasets readily available in Ireland and to begin collating the insights available from each dataset. The outputs from the data mining project were used to inform the commissioning of an online data repository in the form of a data lake and associated data models and visualisations. In 2021, a number of pilot visualisation dashboards were produced and shared with key stakeholders for feedback and comment. The project is expected to be completed in 2022.

Sport Ireland Research Grant Scheme

The Sport Ireland Research Strategy consultations highlighted the need for a small grant scheme to support the sports sector in completing sport and location specific research projects. Sport Ireland released a pilot research funding scheme in October 2021 to the recognised sports bodies. The aim of the scheme is to foster connectivity between sports sector and third level institutions to lead research initiatives pertinent to individual sports organisation. A total of 25 submissions were received from 15 National Governing Bodies, 6 Local Sports Partnerships and 4 Funded Bodies. Organisations were able to apply for a maximum of €15,000 with project completion within 12 months. Sport Ireland, with the support of Healthy Ireland, allocated a budget of €250,000 to the research grant scheme which supported 17 research projects.

Sport Ireland Innovation

Sport Ireland supported 13 Innovation for Sport Inclusion projects as part of the €1M Dormant Accounts Innovation for Sports Inclusion programme in 2021. Sport Ireland provided evaluation and design thinking supports to all successful applicants through an Innovation Project Support programme. With the support of Enterprise Ireland, a study examining the feasibility of establishing an Innovation and Enterprise Hub for Sport on the Sport Ireland Campus was completed in December 2021. An international review of innovation hubs was carried out and a comprehensive consultation was completed across the sport, industry and government stakeholders.

A stakeholder mapping project with Munster Technology University was completed in 2021 which mapped the range of enterprises and organisations sport bodies work with on the Sport Ireland Campus. The project will inform the potential for establishing an Irish Sport Cluster (Collaboration Network) which would encourage collaboration and innovation on the Sport Ireland Campus.

Following the completion and publication of the Adolescent Girls in Sport research report, Sport Ireland hosted a very successful Teenage Girls Get Active Hackathon in April 2021. This cross unit collaboration project generated significant interest across the country and resulted in 60 ideas being submitted to the competition. The 4 winning projects were provided with funding to be piloted and evaluated in 4 LSPs.

Sport Ireland Evaluation

A number of evaluations were commissioned in 2021 including evaluation of the Active Cities project, the Innovation for Sports Inclusion fund, the Urban Adventure Initiative, Women in Sport Leadership programme, Sports Inclusion Disability Projects, Coaching Teenage Girls and Teenage Girls Get Active project. In late 2021 Sport Ireland commissioned the development of evaluation frameworks for the Sport Ireland Participation Plan, the Women in Sport Policy and the Outdoor Sports Policy. Systemic evaluation data continued to be collected across a number of funded bodies which fed into the development of an interactive evaluation dashboard to be shared with the sector.

Irish Physical Activity Research Collaboration

With the support of Healthy Ireland, Sport Ireland have taken on the co-ordination of the Irish Physical Activity Research Collaboration (I-PARC). The I-PARC coordinator is leading on a number of projects to foster ongoing collaboration between research, policy and practice across the island of Ireland to increase sport and physical activity opportunities while promoting the dissemination of the I-PARC evaluation, implementation and systems thinking toolkits.

19. Sport Ireland Policy on Participation in Sport by People with Disabilities

Status of Participation of People with Disabilities in Sport

Sports Monitor Q3 2021: Following on from Covid, sports participation for those without a disability (49%) has almost returned to 2019 levels (50%), creating a widening gap to those with a disability (27%, down from 33% in 2019).

Policy

National Sports Policy 2018-2027: Sport Ireland has direct responsibility for the delivery of Action 9, which addresses inequalities in sports participation, including persons with a disability.

Sport Ireland's Diversity and Inclusion Policy: People with a disability were identified as a key target group for engagement and consultation during policy development. This will have a significant impact on the promotion of inclusive sport and the implementation of relevant actions in the National Sports Policy.

Investment

- In December 2021, Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media, Catherine Martin TD, and Minister of State for Sport and the Gaeltacht, Jack Chambers T.D, together with Sport Ireland, announced funding to support increased participation in sport. Specific investment has also been provided for the disability sport sector in line with the SportForAll initiative with, amongst others, Disability Sport NGBs and Paralympics Ireland receiving financial support of €837,000.
- Earlier in 2021, through the Sport Ireland Grants Schemes, the following investment was made linked to Disability Sport – €8,178,000 (NGBs, LSPs, Cara, HP Athletes, Paralympic Ireland, Dormant Accounts and Women in Sport).

High Performance

The Irish Paralympics Team had a successful Paralympic Games in Tokyo, winning 7 medals and with many athletes achieving personal bests (PBs). The Games were reviewed as part of the Olympic and Paralympic Games review.

Participation

- **Sport Inclusion Disability Programme:** The LSP Network and Sports Inclusion Disability Officers (SIDO) deployed in 29 LSPs were supported. The aim of the Sports Inclusion Disability Programme is to encourage and facilitate more people with disabilities to participate in sport and physical activity and develop sustainable clubs and programmes in all settings.
- **Outdoors:** Sport Ireland are leading on an initiative to develop a National Database of Sport & Recreation Amenities. The database will include up-to-date, accurate information on opportunities to be active in Ireland, including information on accessibility for people with disabilities.

Capacity Building

- **Organisation Development and Change:** A module on diversity and inclusion (gender and disability) was included in the Arena and Accelerate programmes for CEOs and managers/supervisors in sport organisation.

- ✓ **Coaching:** An e-learning resource on Disability Awareness, with links to additional resources for coaches, and for use by NGBs as part of coach education awards or as a CPD was progressed.
- ✓ **Inclusive Volunteer Programme:** Developed by CARA and supported by Sport Ireland, Federation of Irish Sport, and Volunteer Ireland, over 170 active volunteers participated in the programme from across Ireland with a variety of backgrounds, sports and activities.
- ✓ **Sport Inclusion Disability Charter** - The Charter continues to grow in sign-ups, with over 1,400 signees to date. These include all LSPs, NGBs, sports clubs, leisure centres and gyms as well as other organisations.
- ✓ **Xcessible 'Bronze' Pilot Programme** - CARA supported and guided seven NGBs & LSPs to create more opportunities through coaching, participation, volunteering, officiating, and high performance while building a strong strategic platform for inclusion within each of the organisations. The organisations were: Basketball Ireland, Swim Ireland, Badminton Ireland, Cycling Ireland, Mayo LSP, Clare LSP & Kildare LSP.
- ✓ **National Seminar for Inclusion** – CARA, in association with Sport Ireland and HSE, hosted a virtual Live Cast on 03 December 2021, titled 'I'm In Too – My Choice to be Active'.

Sport Ireland Campus

Sport Ireland Campus continued to support the participation in sport by people with disabilities through its programmes, services and facility development.

20. Corporate Activity

A total of 26 Parliamentary Questions were answered by Sport Ireland in 2021.

Sport Ireland provided sponsorship to the 2021 Irish Times/Sport Ireland Sportswoman of the Year Awards

Sport Ireland again provided support to Operation Transformation in 2021, including the organisation of the Operation Transformation 5k Run in Phoenix Park in conjunction with Athletics Ireland.

Sport Ireland Communications Unit continued to provide support in the areas of media, public affairs, corporate communications, events, marketing and digital.

Sport Ireland provide communications support to Paralympics Ireland in the lead up to and during the 2020 Paralympic Games.

Sport Ireland joined with Get Ireland Walking to launch the Keep Well Keep Walking campaign.

Sport Ireland ran the inaugural HER Outdoors Week to encourage women and girls to discover their sense of adventure and experience everything the outdoors has to offer in terms of physical activity.

21. FAI Governance Oversight Group

The Memorandum of Understanding established the framework for the restoration of funding from the Government of Ireland to the FAI, the provision of additional funding over the period 2020-2023 and the responsibilities of each party.

The Governance Oversight Group was established pursuant to the Memorandum of Understanding (MOU) between the Government and the FAI to oversee, review and critically assess the FAI's implementation of and adherence to the requirements of the MOU for the period 2020-2023.

The Group has established a Financial Liaison Group to oversee, review and critically assess the FAI's adherence to the financial and internal control requirements of the MOU. The Financial Liaison Group met four times in 2021 and comprised of members of the Sport Ireland and FAI Executive and was chaired by Sport Ireland Board member Roger O'Connor.

Membership of the Governance Oversight Group

- Mary Dorgan (Chair and Sport Ireland Board Member)
- Michael Kavanagh (Vice Chair and Independent Member)
- Angelo McNeive (Independent Member)
- Bernard Allen (Sport Ireland Nominee)
- Catherine Guy (FAI Board Member)
- Gerry McAnaney (FAI Board Member)
- John Treacy (CEO, Sport Ireland)
- Colm McGinty (Director of Governance, Risk, Compliance & Strategy, Sport Ireland)
- Jonathan Hill (CEO, FAI)

Meetings

Despite the extremely challenging financial, economic and wider social impact of COVID-19, the FAI continued to make significant progress on its reform agenda. The Governance Oversight Group met four times in 2021. The Group considered progress to date and further work planned by the FAI in the following areas:

A. Constitution Reform

- The FAI's new Organisation and Governance Structures which were approved overwhelmingly by FAI members at the FAI EGM in March 2021.

B. Financial Reform

- ✓ Updates were received and considered from the Financial Liaison Group including their review of FAI budgets, risk management procedures, and the work of the FAI's Audit, Risk, Compliance & Finance Committee.
- ✓ Progress on the external audit by Grant Thornton on the FAI's 2020 Financial Statements.
- ✓ Progress by the FAI on implementation of the terms of the MOU and on completion of the recommendations of the Governance Review Group and the KOSI reports.
- ✓ Updates on the FAI Financial Transformation plan.

C. Organisational Reform

- ✓ The development of a new FAI Strategy.
- ✓ Getting more women into leadership and governance positions at the FAI and to achieve the agreed gender balance targets at Board and Committee level.
- ✓ The completion of a Board Effectiveness Review.
- ✓ The development of a new travel and match ticketing policy.
- ✓ Development of the FAI Assurance Framework to support the Board in fulfilling its key governance obligations.
- ✓ Sustaining and embedding cultural reforms.

Notwithstanding the very substantial work done to date, the Group is aware that there remains a considerable body of work still required to be completed by the FAI into 2022. The Group acknowledged the challenges presented to the FAI by COVID-19 from a financial and operational perspective throughout 2021.

In accordance with the MOU, the Group welcomed the attendance of representatives from the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media at a Group meeting in December 2021. The Group welcomed the Department's recognition of the progress to date, the work of the Governance Oversight Group and Financial Liaison Group and the efforts of the respective Executives within Sport Ireland and the FAI.

Plan for 2022

The Group will continue to meet throughout 2022 with a continued focus on the key elements of the FAI Reform agenda in accordance with the MOU. The Group recognise that the FAI has a key role in embedding the required reforms throughout 2022. The Group anticipate that the Financial Liaison Group will continue to meet in 2022 to oversee progress against the recommendations contained within the Governance Review Group and KOSI reports.

22. Strategy & Annual Planning

Unit Overview

Sport Ireland's Governance & Strategy Unit focuses on managing and co-ordinating various governance activities, initiatives and strategic programmes in accordance with the Government's National Sports Policy and Sport Ireland's Strategy.

Link to National Sports Policy 2018-2027

- National Sports Policy Action Item 31: Sport Ireland will oversee a process to have all NGBs and LSPs adopt the Governance Code for the Community, Voluntary and Charity Sector (now the Governance Code for Sport) by the end of 2021. As part of this process, Sport Ireland will also identify and put in place the training and supports needed by different organisations to assist with the adoption process.

Link to Sport Ireland Strategy

- Sport Ireland Statement of Strategy Action Item 6: Expanding the group of highly effective NGBs to 40.
- Sport Ireland Statement of Strategy Action Item 13: Support Sport Ireland funded bodies in achieving uniformly high standards in the area of Corporate Governance

Programme Overview – Implementing the Governance Code for Sport

The definition of 'good governance' is one where the board sets and oversees the achievement of its organisation's objectives helping to lead the organisation on a journey to success – a journey led from the boardroom.

Overseeing the implementation of the Governance Code for Sport is one of the frameworks by which Sport Ireland sets out the standards of good governance within the sector – a collection of recommended practices to enable the achievement of an organisation's objectives to the benefit of those they serve. It is not about rules. It is about principles, such as leadership, transparency, accountability, integrity etc. guiding organisations to do the right thing, in the right way for the effective and efficient running of sport. The adherence to governance principles also helps to provide assurance to stakeholders that sport is in safe hands.

The implementing of the Governance Code for Sport is a continuous journey that requires a consistent approach at all levels of an organisation from the boardroom to the field of play as it encompasses performance and conformance responsibilities such as strategic implementation, stakeholder engagement, compliance and the daily living of the organisation's values and culture.

Therefore, the building of governance capabilities via the embedding of the practices outlined within the Governance Code for Sport in the sector remained as a key priority for Sport Ireland in 2021, given the 31 December deadline set out within the National Sports Policy for all organisations to have fully adopted the Code.

To help meet the recommended practices of the Code, Sport Ireland's governance team continued to provide support, training, education and resources aligned to implementation of the Governance Code with some of this work being delivered in conjunction with the Organisational, Development & Change Unit. Some of these resources include a dedicated section of the Sport Ireland website devoted to the Governance Code for Sport, providing detailed information on the Code in addition to a comprehensive suite of 60+ governance templates, draft policies, guidance notes, sample terms of reference and checklists in editable format that can be adapted and tailored by individual organisations to make relevant for their own circumstances.

The Governance team also are heavily involved in determining the content of the Gov-Enhance Programme (which commenced in mid-2020). In 2021, Sport Ireland through this programme supported approximately 1100 participants across 28 events including role specific networks, seminars and masterclasses, consultancy advice, accredited/certified and one-to-one training opportunities, targeted interventions and eLearning resources such as the following;

- Access to a Level 9 Professional Certificate in Governance. This certificate is delivered by the Institute of Public Administration (IPA) and accredited by the National University of Ireland. To date 83 participants have graduated from the course.
- Provision of a range of Governance related meetings, seminars and networking, run in conjunction with the IPA, Carmichael Ireland and other governance experts.
- Workshops and 1-to-1 clinics on the reporting requirements to ensure on-going compliance.
- Utilisation of the Carmichael Centre to run in-house training specifically for Boards. They typically look at areas such as Board Induction training and refresher sessions on the Roles and Responsibilities of Board Members.
- 1-day training courses on Governance related areas, which are open to sector-based employees and board members.
- Access to a free advisory service via the Centre for Competitiveness that provides confidential assistance and advice on Governance related matters.

Programme Highlights

In January 2021, twenty-nine of the one-hundred Sport Ireland funded organisations had self-declared their full adoption of the Governance Code for Sport, with this number growing to eighty-one by 31 December

2021. Of the 81 organisations to have adopted the Code in 2021, 47 are National Governing Bodies (NGBs), 26 are Local Sports Partnerships (LSPs) and eight are other funded bodies. Additionally, in terms of the classification of these organisations, ten are Type A (small/voluntary) organisations, 34 are Type B (medium) and 37 are Type C (large). Sport Ireland acknowledges and recognises the huge amount of work required by the sector in its efforts to meet this deadline and to “raise the bar” in terms of best practice in implementing “good governance”.

For the most part, feedback from the sector has been positive in terms of the Code being a “force for good” with Canoeing Ireland and Volleyball Ireland being two organisations where the impact of the Code is visible. Both organisations have in recent years won awards at the Good Governance Awards. Positive audit reports in relation to Age & Opportunity, Cork Local Sports Partnership and Gymnastics Ireland are other tangible examples of organisations embedding the Code. Sport Ireland is also aware of organisations through their contributions at the Gov-Enhance Programme who appear to have embraced the values and spirit of the Code (e.g., Tipperary Sports Partnership, Badminton Ireland, Swim Ireland, Irish Orienteering Association, Special Olympics Ireland).

Balancing the above positive sentiments and by way of the fact that nineteen organisations failed to meet the December deadline for mandatory adoption of the Governance Code for Sport, there have also been some governance challenges identified within the sector. These challenges (e.g. governing structures, governing documents, strategic oversight, operational capacity, policy development, integrity etc.) are reinforced via some significant findings in the internal audit programme highlighting the need for further work at an organisational level on embedding the recommended practices to ensure alignment between implementing good governance in practice and having a framework for good governance on paper.

With the nature of governance being a continuous process as opposed to the end-result, there will always be improvements to practices, policies and procedures associated with the Code. Some of these improvements will arise from feedback, research, audit findings etc. and some will develop organically as the area of sports governance continues to grow and evolve. This continuous development in best practice indicates the need to continue to deliver bespoke support going forward to ensure organisations continue to embed the recommended practices and embrace the principles of the Code.

It is also worth noting that an additional nine organisations finalised their required paperwork during the first half of 2022, bringing the total to 90 organisations listed as compliant on the Governance Code Register and leaving the remaining ten either “Under Review” or remaining “On the Journey”.

Implementation of the 2018-2022 Sport Ireland Statement of Strategy

Sport Ireland's Statement of Strategy closely aligns with the relevant policies of Government namely the National Sports Policy and the National Physical Activity Plan. The National Sports Policy, in particular, provides the policy context in which Sport Ireland and the wider sports sector operates over the next number of years. The Board of Sport Ireland as part of their 2021 work programme considered the Strategy Implementation Plan in February and November 2021

A high-level status of each of the sixteen objectives and forty-eight associated measures of success as of end of 2021 is included in the tables below.

A. Status of Objectives

Pillar	Objectives	Complete	On Track	Further Attention	At Risk
<i>Participation</i>	4	0	4	0	0
<i>Performance</i>	4	0	3	1	0
<i>High Performance</i>	4	1	3	0	0
<i>Sport Ireland Governance</i>	4	0	3	1	0
Total	16	1	13	2	0

- One objective is complete (High Performance success during Olympic and Paralympic Cycles) with 13 remaining on track for completion by year-end.
- The two objectives requiring “further attention” relate to;
 - The participation and membership rates for the priority sports which saw a drop-off in 2021 due to Covid-19 and its impact on events and competition.
 - Sport Ireland’s organisational development/resourcing structure to ensure that it maintains its’ high standards of programming and delivery.

B. Status of Measures of Success

Strategic Pillar	Measures of Success	Complete	On Track	Further Attention	At Risk
<i>Participation</i>	11	0	11	0	0
<i>Performance</i>	14	0	8	6	0
<i>High Performance</i>	12	5	6	1	0
<i>Sport Ireland Governance</i>	11	2	6	2	1
Total	48	7	31	9	1

- Seven of the key success measures are complete at the end of 2021 with 31 remaining on track for completion by the end of the strategic cycle.
- The one “At Risk” item relates to the development of a Workforce Development Strategy for the sector, which is not included in the priority action list for the National Sports Policy.
- Five of the “Further Attention” items relate to decreased participation levels as reported in the 2021 Irish Sports Monitor (ISM) full year report, for which Covid-19 has directly had an impact.
- Additionally, the requirement of all funded bodies (100) to have complied with the Governance Code for Sport by end December 2021 was not achieved.

Implementation of the 2021 Annual Planning Process

As part of the Annual Planning process in 2021 Sport Ireland defined 82 high level objectives across 15 units/teams. These were monitored regularly by the Sport Ireland Executive and in April there was an initial assessment on the impact of COVID-19 on delivery of these goals. For most units it was recognised that the impact would be minimal with work continuing remotely and likely only resulting in small (if any) delays. Updates were provided to the Board in April (after re-assessment due to the impact of COVID-19), July 2021 and an end of year update which can be seen below.

Annual Plan 2021 End of Year Update Summary					
<u>Strategic Pillar</u>	Unit	Complete	On Track	Further Attention	Total
High Performance	High Performance	2	3	0	5
	Institute	4	2	1	7
	Sport Ireland Facilities	4	2	1	7
	Campus	2	2	1	5
Performance	National Governing Bodies	6	0	0	6
	Coaching	0	6	0	6
Participation	Research	4	1	0	5
	Outdoors	2	2	0	4
	Participation	1	6	0	7
Sport Ireland Governance	Communications	5	0	0	5
	Anti-Doping & Ethics	3	3	1	7
	Human Resources	2	0	3	5

	Strategy & Governance	3	0	1	4
	Organisational Development & Change	5	0	0	5
	Finance	1	2	1	4
	Total	44	29	9	82

Many of the items that are “On Track” or requiring “Further Attention” will continue to be a focus for 2022 with the nine items in the latter grouping referring specifically to;

1. Sport Ireland Institute Commercial Partnerships
2. CAPEX Delivery by Sport Ireland Facilities DAC
3. The sectors compliance with the Governance Code for Sport
4. The organisation’s Financial & Staff Resources
5. Progression on the Velodrome Project
6. Finalisation of the Diversity & Inclusion Project
7. HR information system
8. Staff Handbook
9. Health & Safety Framework

2022 Annual Planning Process and Outlook

Sport Ireland has also developed 2022 Annual Plans for the various different business teams, identifying 77 high level goals across the 15 units/teams that will contribute to fulfilling actions identified in our Strategic Plan. Some key focus areas in 2022 will include;

- ✓ The launch of the Campus Master Plan and progress on the delivery of the Velodrome.
- ✓ The safe return to sport with COVID-19 supports in place.
- ✓ The publication of the Tokyo Olympics and Paralympics Review and associated implementation plans arising from recommendations.
- ✓ The development and activation of a new integrated partnership with Paralympics Ireland and the Sport Ireland Institute for 2022-24.
- ✓ Continued awareness on raising the governance standards of the sector with a focus and review of the assurance process associated with adoption of the Governance Code for Sport.
- ✓ The launch of Sport Ireland’s Policy on Diversity and Inclusion.
- ✓ The implementation of the “Sport for all” campaign and associated action plan.
- ✓ The continued focus on increasing participation via programmes like the “Winter Initiative” encouraging people to try their hand at a new sport they may not have experienced before and
- ✓ The Development of a new five-year Statement of Strategy for Sport Ireland (2023-2027).

23. Protected Disclosures

Section 22 of the Protected Disclosures Act 2014 requires the publication of a report each year relating to the number of protected disclosures made in the preceding year and any actions taken in response to such disclosures.

No protected disclosures were received by Sport Ireland in the reporting period up to 31 December 2021.

24. Sport Ireland Compliance

Sport Ireland has agreed to ensure that all necessary corporate governance obligations (including obligations under the Code of Practice for the Governance of State Bodies), including those for risk management, internal audit and the Public Spending Code are fully complied with.

There is an oversight agreement in place with the Department for 2021.

Internal Audit

Sport Ireland has an outsourced internal audit function. There was an increased and unprecedented level of internal audit activity undertaken by Sport Ireland in 2021 due to the allocation of COVID-19 funds to the sector in 2020/2021. As part of Sport Ireland's Internal Audit plan for 2021, a number of Business Units of Sport Ireland, National Governing Bodies and Local Sports Partnerships were selected for audit. 31 Audit assignments were commenced in 2021. The Audit & Risk Committee continue to monitor the status of all audits to ensure recommendations are implemented in a timely manner. With specific regard to the audits of National Governing Bodies and Local Sports Partnerships, the Executive continue to monitor progress on the implementation of required recommendations and have scheduled liaison meetings where appropriate.

Statement on How the Board of Sport Ireland Operates

- The Board is collectively responsible for leading and directing Sport Ireland's activities. While the Board may delegate particular functions to management or Committees the exercise of the power of delegation does not absolve the Board from the duty to supervise the discharge of the delegated functions.
- The Board should fulfil key functions, including: reviewing and guiding strategic direction and major plans of action, risk management policies and procedures, annual budgets and business plans, setting performance objectives, monitoring implementation and Sport Ireland's performance and culture, and overseeing major capital expenditure and investment decisions.

- ✓ The Board conducts its business through a culture of integrity and ethical behaviour and in accordance with Sport Ireland’s ‘Code of Governance and Business Conduct’ and any procedures referenced therein. The primary role of the Board in plenary session shall be to decide matters of policy, strategy finance and procedure, to analyse and review the various activities of Sport Ireland and its Staff, to consider recommendations from Committees or other delegated authorities concerning the criteria for awarding financial assistance and to consider applications for financial assistance.
- ✓ The Board will at all times comply with the principle of the collective responsibility and authority of Sport Ireland as a body corporate.
- ✓ The Board will take appropriate steps to ensure that it is supplied in a timely fashion with such information as is necessary or desirable to enable Members to discharge their duties satisfactorily.
- ✓ The Board ensures that decisions on major items of expenditure, are aligned with medium and long-term strategies so as to ensure that such expenditure is focused on clearly defined objectives and outcomes.
- ✓ The Board shall adopt a statement of strategy for a period of five years ahead. Implementation of the strategy by Sport Ireland shall be supported through an annual planning and budgeting cycle.
- ✓ The Board, through the Chairperson, annually consults with the Minister to:
 - define the expectations that the Minister has of Sport Ireland (and Sport Ireland’s own expectations);
 - clarify Sport Ireland’s role in relation to policy development in the area of sport; and
 - define the parameters surrounding Sport Ireland’s resources/income.
- ✓ Consistent with governance best practice and the requirements of the Code of Practice for the Governance of State Bodies (2016) the Board undertakes an annual evaluation of its performance.

Board Decision Making & Functions

The Board of Sport Ireland determines from time to time a formal schedule of matters specifically reserved to it for decision to ensure that leadership, direction and control of the organisation is firmly in hands of the Board. The functions reserved to the Board shall include (save to the extent otherwise determined by the Board) the following matters:

- ✓ establishing the processes whereby it recruits a Chief Executive.
- ✓ delegation of authority to the Chief Executive to perform the functions and assessment of his/her performance
- ✓ receiving and considering regular reports from the Chief Executive on all major elements of Sport Ireland's activities
- ✓ approval of expenditure where such expenditure in any one year is expected to be more than:
 - (a) €10,000 in the case of an individual grantee, or
 - (b) €100,000 in the case of an NGB or other organisation in receipt of a grant, or
 - (c) €25,000 on the purchase of goods or equipment from, or in respect of the provision of professional services by, any single supplier
- ✓ approval of all capital projects, Schedule of Frameworks and Contracts and expenditures above a threshold of €100,000 including professional fees (e.g. project management, design fees) both in terms of selection of the provider and the budget to be assigned to the provider, in accordance with Sport Ireland's Gated Approval Process.

Note: Capital Projects and expenditures above the €25,000 but below the €100,000, and for which total expenditure can be met from within the current year's capital budget, will require the approval of the Sport Ireland Campus Committee only (with the Board notified of the decision). All projects above this €100,000 threshold, and all projects which will lead to multi-annual contractual commitments, will require full Board approval.

- ✓ approval of strategic priorities and the terms of the strategy, business and implementation plans prepared by Staff
- ✓ adoption of an annual budget and corporate plan
- ✓ adoption of audit and risk management policies and monitoring and reporting
- ✓ approval of annual reports, Statements on Internal Control and Assurance Frameworks and financial statements
- ✓ approval of all major contracts, leases and arrangements in excess of the limits set out in Sport Ireland's financial procedures
- ✓ approval of significant amendments to the pension benefits of the CEO and staff;
- ✓ establishing a policy on senior management remuneration in line with Government guidelines
- ✓ approval of assurances of compliance with statutory and administrative requirements in relation to the approval of the appointment, number, grading, and conditions of all staff, including remuneration and superannuation.
- ✓ appointing and directing as many committees or working groups as necessary to assist in the performance of its functions and approving/amending the terms of reference of such committees or working groups as required.

- ✓ approval of a decision to suspend, withhold or restore funding to a NGB or other organisation in receipt of a grant as set out at paragraph 6.4.
- ✓ approval or rejection of an application for recognition of a NGB.
- ✓ setting and monitoring Sport Ireland’s culture, in terms of the values and behaviours which deliver the strategy, and obtaining assurance that Sport Ireland’s operations are aligned with its culture.
- ✓ reviewing on an annual basis, the implementation of arrangements set out in the Code of Governance and Business Conduct and propose and approve, if appropriate, any changes to the Code.
- ✓ determining the procedures to be followed at the Board’s meetings
- ✓ approval of significant acquisitions, disposals and retirement of assets of Sport Ireland and its subsidiaries above a threshold of €25,000

Board & Committee Evaluation

The annual Board Effectiveness Review process commenced in October 2021 and was completed in December 2021. The Board also formally reviews written reports from each Committee at least annually.

Promoting Diversity & Inclusion

There are a number of areas of Sport Ireland’s work that promote Diversity & Inclusion and these are detailed in the relevant sections of this Report including Sport Ireland’s Policy on Participation in Sport by people with Disabilities, Women in Sport and Ethics.

Gender Balance in the Board membership

As at 31 December 2021, the Board had 7 (54)% male and 6 (46)% female members, with 0 positions vacant. The Board therefore meets the Government target of a minimum of 40% representation of each gender in the membership of State Boards.

The following measures are planned to maintain and support gender balance on this board:

- ✓ The appointment process to the Board of Sport Ireland is a matter for the Minister in accordance with the Sport Ireland Act.
- ✓ Sport Ireland will continue to advise the Minister in relation to current vacancies as to the need to promote better gender balance in Board membership.
- ✓ Ensuring gender balance is a key consideration in the composition of Sport Ireland Committees

Risk Assessment

The Board has identified and carried out a robust assessment of the principal risks facing Sport Ireland. These include those that may cause Sport Ireland to suffer loss, damage or disadvantage, or not benefit

from opportunities available or not achieve its objectives due to unwanted or uncertain internal or external events or actions. Key risks are categorized into one of the following four categories:

- *Strategic Risks:* the inability to achieve Sport Ireland’s strategic objectives as set out in the Strategic Plan and also, not availing of opportunities when they arise
- *Operational Risks:* the inability to achieve Sport Ireland’s operational objectives including the inability to prevent a loss resulting from inadequate internal processes and systems
- *Financial Risks:* exposure to financial losses arising as a result of inadequate controls or the need to improve the management of Sport Ireland’s financial assets
- *Reputational and Compliance Risks:* exposure to losses arising as a result of adverse publicity, negative public image and the need to improve stakeholder relationship management. Compliance risk is the threat posed to Sport Ireland’s organisational, or reputational standing resulting from violations of laws, regulations, codes of conduct, or organisational standards of practice.

Sport Ireland’s Risk Appetite Statement specifies the amount of risk the organisation is willing to seek or accept in the pursuit of its long term objectives.

It depicts the areas where the organisation has a low tolerance for risk (Anti-Doping, Safeguarding, Health & Safety) and the areas where the Board of Sport Ireland recognise the need to be innovative and accept a degree of risk (High Performance, Women in Sport, Organisational Development & Change). Business Units within Sport Ireland maintain Risk Registers that capture the risks relevant to their operations and associated mitigation measures.

Risks are measured using two dimensions i.e. the probability of the event occurring (likelihood) and the effect on Sport Ireland should the risk materialise (impact), using the process outlined in Sport Ireland’s Risk Management Policy. Risk Management is a Standing Item at each Board and Audit & Risk Committee meeting.

During the course of 2021, the staff and Board of Sport Ireland were actively engaged in seeking to sustain business as usual and provide as much certainty as possible to our stakeholders. Risk and Opportunity Management was an important component of that approach. The Corporate Risk Register was reviewed in light of risks and opportunities associated with COVID-19 in 2021. Unit level risk registers were reviewed on an ongoing basis.

In 2021 the principal risks and uncertainties affecting Sport Ireland were:

- The risk that the Olympic and Paralympic Games would not take place in 2021 (Strategic Risk)
- The sectors progress towards the adoption of the Governance Code for Sport (Compliance Risk)

- ✓ The risk that the staff resources required to deliver on, oversee and control Sport Ireland's broad functions, strategic priorities and National Sports Policy deliverables are not provided (Strategic Risk)
- ✓ The reduced capacity of Sport Ireland to deliver on relevant objectives within the Sport Ireland Statement of Strategy and National Sports Policy during prolonged periods of COVID-19 restrictions. The lack of clarity on how sport will re-emerge from the COVID-19 crisis. (Strategic Risk)
- ✓ The recruitment of a new CEO
- ✓ Uncertainty amongst the sports sector around funding for existing programmes and initiatives, and also a need for additional funding requirements. (Financial Risk)
- ✓ Risk of Cyber Threats including compromising of IT systems (Financial Risk)

Emergent opportunities were also discussed at Board level and these included

- ✓ An altered participation outlook – more flexibility in peoples schedules due to less time commuting or more emphasis on active commuting, and increased engagement with outdoor recreation by the public.
- ✓ The development of a new Sport Ireland Campus Master Plan.
- ✓ Opportunities to communicate the value of sport with a greater public emphasis on individual wellbeing and public health

Some of the key actions taken in 2021 which underpin Sport Ireland's Risk Management approach are included below

- ✓ During the course of 2021, the Board considered the Corporate Risk Register and Risk Event Log at its 6th July and 14th December meetings.
- ✓ The Audit & Risk Committee formally reviewed the Corporate Risk Register at its meetings in June, September and November 2021. The Committee reviewed the Risk Event Log at its meetings

in June and November 2021. The Audit & Risk Committee also reviewed the following Unit Level Risk Registers during 2021:

- Sport Ireland Facilities DAC (February 2021).
 - HR and Organisational Development & Change (February 2021).
 - IT (June 2021).
 - Campus Development (June 2021).
 - Sport Ireland Institute (September 2021).
- ✓ The Audit & Risk Committee completed a review of Sport Ireland’s revised Risk Management Policy (which included the Risk Appetite Statement) at its meeting in November 2021. This was subsequently approved by the Board in early 2022.

25. Freedom of Information

Programme Area	Total Number of Requests	Grant	Part-Grant	Refused	Withdrawn	Handled Outside FOI
National Governing Bodies	34	0	22	5	1	6
Anti-Doping	0	0	0	0	0	0
Corporate Services	16	0	6	3	4	4
High Performance	1	0	1	0	0	0
Participation	8	1	1	4	0	1
Total 2021	59	1	30	12	5	11

Public Sector Duty

Section 42 of the Irish Human Rights and Equality Commission Act 2014 places a statutory obligation on public bodies to have regard to eliminating discrimination, promoting equality of opportunity and protecting the human rights of persons to whom they provide services and staff when carrying out their daily work. This Public Sector Equality and Human Rights Duty has the potential to embed equality and human rights in the centre of policy making, service provision and employment within the public sector in Ireland.

The State has already committed to progressing human rights and equality through a number of national plans and strategies. Sport Ireland has a complimentary suite of policy documents that align and

support some of the national plans and strategies including Sport Ireland's Policy on Women In Sport, Sport Ireland's Policy on Participation in Sport by People with Disabilities, and Sport Ireland's Customer Service Charter. There are other areas and national policies and strategies where Sport Ireland has a key role to play including the Migrant Integration Strategy and the LGBTI Strategy. The associated activity in

2021 within these areas are detailed within the relevant section of this report.

Furthermore, Sport Ireland notes the three step approach to implementing the Public Sector Equality and Human Rights Duty recommended by the Irish Human Rights and Equality Commission to assess, address and report. Sport Ireland adopts a similar approach in identifying gradients that exist in sports participation, designing and supporting programmes that address those gradients and reporting on our progress through our annual report. Action 6 of the National Sports Policy tasks Sport Ireland with addressing the participation gradients that exist in sport.

The Duty is a permanent and ongoing obligation, and Sport Ireland will continue to monitor and report on its activities in this regard.

26. Financial Statements

Sport Ireland

FINANCIAL STATEMENTS

For the year 1 January 2021 to 31 December 2021

<i>Contents</i>	<i>Page</i>
Governance Statement and Board Members' Report	3-10
Statement on Internal Control	11-14
Report of the Comptroller and Auditor General	15-16
Statement of Income and Expenditure and Retained Revenue Reserves	17
Statement of Comprehensive Income	18
Statement of Financial Position	19
Statement of Cash Flows	20
Notes to the Financial Statements	21-42

Sport Ireland

Governance Statement and Board Members' Report

For the year ended 31 December 2021

Governance

The Board of Sport Ireland was established on a statutory basis on the 1st October 2015 pursuant to the Sport Ireland Act 2015. The functions and accountability of the Board are set out in the Sport Ireland Code of Governance and Business Conduct and the Code of Practice for the Governance of State Bodies. The Board is accountable to the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media and is responsible for ensuring good governance and performs this task by setting strategic objectives and targets, and by taking strategic decisions on all key business issues. The regular day-to-day management, control and direction of Sport Ireland are the responsibility of the Chief Executive Officer (CEO) and the senior management team.

The CEO and the senior management team must follow the broad strategic direction set by the Board and must ensure that all Board members have a clear understanding of the key activities and decisions related to the entity, and of any significant risks likely to arise. The CEO, who is the Accountable Officer, acts as a direct liaison between the Board and the management of Sport Ireland.

Board Responsibilities

The work and responsibilities of the Board are set out in the Sport Ireland Code of Governance and Business Conduct, which also contains details of the matters specifically reserved for Board decision.

Key items considered by the Board include:

- disclosure of interests,
- reports from committees,
- risk management,
- financial reports/ management accounts,
- performance reports, and
- reserved functions.

Section 16 of the Sport Ireland Act 2015 requires the Board of Sport Ireland to keep, in such form as may be approved by the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media, with the consent of the Minister for Public Expenditure and Reform, all proper and usual accounts of money received, expended and all property, assets and liabilities including an income and expenditure account and a balance sheet and in particular, shall keep such special accounts (if any) as the Minister may from time to time direct.

In preparing these financial statements, the Board of Sport Ireland is required to:

- select suitable accounting policies and apply them consistently,
- make judgements and estimates that are reasonable and prudent,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume

that it will continue in operation, and

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Board is responsible for keeping adequate accounting records which disclose, with reasonable accuracy at any time, its financial position and enables them to ensure that the financial statements comply with section 16 of the Sport Ireland Act 2015. The maintenance and integrity of the corporate and financial information on Sport Ireland's website is the responsibility of the Board.

The Board is responsible for approving the annual plan and budget. An evaluation of the performance of Sport Ireland by reference to the annual plan and budget is carried out by the Board on an ongoing basis with a formal budgetary review being completed at the September 2021 Board meeting.

The Board is also responsible for safeguarding its assets, and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board considers that the financial statements of Sport Ireland give a true and fair view of the financial performance and the financial position of Sport Ireland at 31 December 2021.

Board Structure

The Board consists of a Chairperson and 12 ordinary members, all of whom are appointed by the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media for terms of between three to five years.

Board Member	Role	Date Appointed
Kieran Mulvey	Chairperson	1 October 2015
Mary Dorgan	Ordinary Member	1 October 2015
Patrick O'Connor	Ordinary Member	1 October 2015
Olive Loughnane	Ordinary Member	10 August 2018
Roger O'Connor	Ordinary Member	10 August 2018
Padraic Moran	Ordinary Member	10 August 2018
Lynne Cantwell	Ordinary Member	19 October 2018
Iognaid O Muircheartaigh	Ordinary Member	21 October 2020
Jerry Grant	Ordinary Member	21 October 2020
Miriam O Callaghan	Ordinary Member	26 July 2021
Páraic Duffy	Ordinary Member	26 July 2021
Michelle Tanner	Ordinary Member	26 July 2021
Deirdre Ryan	Ordinary Member	26 July 2021

The Board has established 11 Committees which are as follows:

1. **Audit and Risk Committee:** As of year-end, this Committee comprises four Board members and three external members. The role of the Audit and Risk Committee (ARC) is to support the Board in relation to its responsibilities for issues of risk, control and governance and associated assurance. The ARC is independent from the financial management of the organisation. In particular, the Committee ensures that the internal control systems including audit activities are monitored actively and independently. The ARC reports to the Board periodically as required and formally in writing annually. The Audit & Risk Committee consists of Mary Dorgan (Chairperson), Roger O'Connor, Padraic Moran,

Miriam O'Callaghan, Bernard Allen, Walter Johnston and Sinéad O'Connor. Frances Kavanagh also served on the Committee for a period during 2021. There were four meetings of the ARC in 2021.

2. **Anti-Doping Committee:** As of year-end, this Committee comprises three Board members and four independent members. The role of this Committee is to assist and advise Sport Ireland in relation to the performance of its functions under section 8 (1)(d) to (g) of the Sport Ireland Act 2015, including:
 - to provide assistance and advice to Sport Ireland on policy formulation relating to the three strands of testing, education and research as required under the terms of the Council of Europe Anti-Doping Convention, 1989 and UNESCO's International Convention against Doping in Sport and the World Anti-Doping Code.
 - to provide assistance and advice to Sport Ireland's staff on policy execution.

The members of this Committee are Roger O'Connor (Acting Chairperson), Patrick O'Connor, Páraic Duffy, Brendan Buckley, Elaine Breslin, David Gillick, Dr. Elizabeth Keane. Bill Cuddihy, Pat Guiry, Wendy Henderson and Ruth Wood Martin also served on the Committee for a period during 2021. There were three meetings of this Committee in 2021.
3. **High Performance Committee:** As of year-end, this Committee comprises three Board members and six independent members. The role of the High Performance Committee is to assist and advise Sport Ireland in relation to the performance of its functions under Section 8(1) of the Sport Ireland Act 2015, relevant to the achievement of excellence in competitive sport. The members of this Committee are Olive Loughnane (Acting Chairperson), Lynne Cantwell, Deirdre Ryan, Peter Sherrard, Miriam Malone, Roy Dooney, Mike Heskin, Richard Archibald, Joy Neville. There were six meetings of this Committee in 2021. Note: Liam Sheedy served as Committee Chair from January to the end of September 2021.
4. **Coaching Committee:** As of year-end, this Committee comprises three Board members and four independent members. The purpose of the Coaching Committee is to assist and advise Sport Ireland in relation to its functions under Section 8(1) of the Sport Ireland Act 2015, relating to the development of coaching and coaches. The members of this Committee are Iognáid Ó'Muircheartaigh (Acting Chairperson), Padraic Moran, Patrick O'Connor, Mary O'Connor, Henry Shefflin, Claire Lambe, Alan Curran. Ruud Dokter also served on the Committee for a period during 2021. There were four meetings of this Committee in 2021.
5. **Sport Ireland Campus Committee:** As of year-end, this Committee comprises four Board members and five independent members. The purpose of the Sport Ireland Campus Committee is to assist and advise Sport Ireland in relation to its functions relating to the development of a Sport Ireland Campus on the site, in accordance with paragraph 6(4)(a) of Schedule 1 of the Sport Ireland Act 2015. The members of this Committee are Patrick O'Connor (Chairperson), Jerry Grant, Michelle Tanner, Miriam O'Callaghan, John Maughan, Ciaran McGivern, Roy Dooney, Sean Benton and Jackie Dunne. There were six meetings of this Committee in 2021.

6. **Grants Committee:** As of year-end, this Committee comprises three Board members and one independent member. The role of the Grants Committee is to consider and recommend National Governing Body and Local Sports Partnership grants (including Women in Sport grants) on an annual basis. The members of this Committee are Mary Dorgan (Chairperson), Olive Loughnane, Jerry Grant and Bernard Allen. There were two meetings of this Committee in 2021.
7. **Eligibility Committee:** As of year-end, this Committee comprises three Board members and one independent member. The role of this Committee is to make recommendations to the Board as to whether organisations applying for grants satisfy eligibility criteria. The members of this Committee are Kieran Mulvey (Chairperson), Mary Dorgan, Deirdre Ryan and Jerry O'Dwyer. There were two meetings of this Committee in 2021.
8. **Research & Participation Committee:** As of year-end, this Committee comprises three Board members and three independent members. The role of the Research Committee is to oversee Sport Ireland's research programme and to report to the Board on matters relating to the programme. The participation function of the Committee is to provide advice and guidance to the Sport Ireland Board and Executive regarding the development and monitoring of a Participation Plan for sport and physical activity, under the Sport Ireland Strategy. The members of this Committee are Miriam O'Callaghan (Chairperson), Iognáid Ó'Muircheartaigh, Michelle Tanner, John Hart, Sinead Heraty, Dr. Aoife Lane. Olive Loughnane, Sheila O'Flanagan and Frances Kavanagh also served on the Committee for a period during 2021. There were six meetings of this Committee in 2021.
9. **Women in Sport Steering Committee:** As of year-end, this Committee comprises three Board members and seven independent members. The role of this group is to support the implementation of the Women in Sport Policy, and to support and guide the work of the Women in Sport Lead. The members of this Steering Committee are Lynne Cantwell (Chairperson), Mary Dorgan, Deirdre Ryan, Mary O'Connor, Joanne Cantwell, John Fulham, John Sweeney, Jenny Egan, Alan Milton and Claire Lambe. Sarah Keane and Frances Kavanagh also served on the Committee for a period during 2021. There were four meetings of this Committee in 2021.
10. **Education & Training Council:** As of year-end, this Committee comprises one Board member, one independent member and nine executive members. The Education & Training Council was established in September 2019 as part of Sport Ireland's application to Quality & Qualifications Ireland as a Higher Education Provider. The Committee oversees the implementation of quality assurance in the education & training programmes offered by Sport Ireland. The members of the Council are Iognáid Ó'Muircheartaigh (Chairperson), Michael McGeehin, Fiona Larkin, Alan O'Hare, Siobhan Leonard, Ciara Munnely, Benny Cullen, Hayley Harrison, Paul O'Donovan, Tony Wright and Dr. Mary Beades. There were three meetings of the Education & Training Council in 2021.

11. Succession Planning Committee: As of year-end, this Committee comprises four Board members. The role of this Committee was to assist the Board on the recruitment and appointment of the CEO. The Committee also has a role in assisting Sport Ireland's Chairperson on succession planning for Board members. The members of this Steering Committee are Kieran Mulvey (Chairperson), Mary Dorgan, Patrick O'Connor, Olive Loughnane. There were nine meetings of this Committee in 2021.

Note: Sport Ireland wholly owns a subsidiary Company (Sport Ireland Facilities DAC). The primary role of the subsidiary Company is to manage, operate and maintain facilities at the Sport Ireland Campus. As of year-end, the Directors of the subsidiary Company are Roger O'Connor (Chairperson), Pat O'Connor, Jerry Grant, Páraic Duffy, Susan Grady and Caroline Murphy. Frances Kavanagh also served as a Director of the Company for a period during 2021. There were six meetings of the Board of Sport Ireland Facilities DAC in 2021.

Schedule of Attendance, Fees and Expenses

There were 11 Sport Ireland Board meetings during 2021. A schedule of attendance at the Board and Committee meetings for 2021 is set out below including the fees and expenses received by each member:

<i>Board Member</i>	Board Meetings Attended	Audit & Risk Committee	Anti-Doping Committee	High Performance Committee	Coaching Committee	National Sports Campus Committee	NGB Grants Committee	Eligibility Committee	Research Committee	Women in Sport Advisory Group	Education & Training Council	Succession Planning Committee	Board Members Emoluments Year ended 31 December 2021	Vouched Expenses 31 December 2021
													€	€
Kieran Mulvey	11							1				9	11,970	1,777
Liam Sheedy	4			2									3,206	
Mary Dorgan	11	4					2	2		4		9	7,695	999
Patrick O'Connor	10		2		4	5						8	7,695	599
Lynne Cantwell	11			5						4			7,695	
Olive Loughnane	8			5			2		6			9	-	
Roger O'Connor	10	4	3										7,695	176
Padraic Moran	11	3			2								7,695	
lognaid O Muircheartaigh	11				4				6		3		7,695	1,874
Jerry Grant	11					5	1						7,695	
Paraic Duffy	6												3,206	751
Miriam O Callaghan	6												3,206	305
Michelle Tanner	6												-	87
Deirdre Ryan	6												-	
Total													75,453	6,568

Under the One Person One Salary (OPOS) principle Olive Loughnane, Michelle Tanner and Deirdre Ryan did not receive a Board fee in 2021.

Key Personnel Changes

Liam Sheedy resigned from the Board on 3rd June 2021. Miriam O Callaghan, Páraic Duffy, Michelle Tanner and Deirdre Ryan were appointed to the Board on 26th July 2021.

Disclosures Required by Code of Practice for the Governance of State Bodies (2016)

The Board is responsible for ensuring that Sport Ireland has complied with the requirements of the Code of Practice for the Governance of State Bodies ("the Code"), as published by the Department of Public Expenditure and Reform in August 2016. The following disclosures are required by the Code:

Employee Short-Term Benefits Breakdown

Employees' short-term benefits in excess of €60,000 are categorised into the following bands:

Employee Benefits Breakdown

Annual Salary Bands at the end of the year

	Year ended 31 December 2021	Year ended 31 December 2020
60,000-69,999	2	3
70,000-79,999	4	2
80,000-89,999	2	4
90,000-99,999	2	4
100,000-109,999	4	-
110,000-119,999	-	-
120,000-129,999	-	-
130,000-139,999	-	-
140,000-149,999	-	-
150,000-159,999	-	-
160,000- 169,999	-	1
170,000- 179,999	1	-

Note: For the purposes of this disclosure, short-term employee benefits in relation to services rendered during the year include salary, overtime allowances and other payments made on behalf of the employee, but exclude the employer's PRSI.

Consultancy Costs

Consultancy costs include the cost of external advice to management and exclude outsourced 'business-as-usual' functions.

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Legal Advice	87,614	378,505
Technical advice	1,934,462	836,350
Financial/Actuarial advice	351,823	180,641
Human Resources	55,171	61,412
Business improvement	134,169	111,225
Other	1,827,631	418,419
Total Consultancy Cost	4,390,870	1,986,552
Consultancy Costs Capitalised	1,934,462	805,816
Consultancy Costs charged to the Income & Expenditure and Retained Revenue Reserves	2,456,408	1,180,736
Total Consultancy Cost	4,390,870	1,986,552

Legal Costs and Settlements

The table below provides a breakdown of amounts recognised as an expenditure in the year in relation to legal costs, settlements, conciliation and arbitration proceedings relating to contracts with third parties. This does not include expenditure incurred in relation to general legal advice received by Sport Ireland which is disclosed in Consultancy costs above.

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Legal Fees – Legal Proceedings	-	58,878
Conciliation and Arbitration Payments	-	-
Settlements	-	-
Total Legal Cost	-	58,878

Travel and Subsistence Expenditure

Travel and subsistence expenditure is categorised as follows:

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Domestic		
- Board	6,773	4,236
- Employees	12,783	22,047
International		
- Board	955	
- Employees **	11,995	18,390
Total Travel Cost	32,506	44,673

Hospitality Expenditure

The Income and Expenditure Account includes the following hospitality expenditure:

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Staff hospitality	500	281
Client hospitality	-	
Total Hospitality	500	281

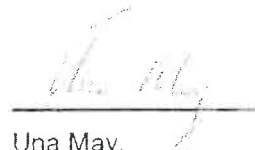
Statement of Compliance

The Board has adopted the Code of Practice for the Governance of State Bodies (2016) and has put procedures in place to ensure compliance with the Code. Sport Ireland was in full compliance with the Code of Practice for the Governance of State Bodies for the year ended 2021.



Kieran Mulvey,
Chairman

13th September 2022



Una May,
Chief Executive Officer

13th September 2022

Sport Ireland**Statement on Internal Control****Scope of Responsibility**

On behalf of Sport Ireland, I acknowledge the Board's responsibility for ensuring that an effective system of internal control is maintained and operated. This responsibility takes account of the requirements of the Code of Practice for the Governance of State Bodies (2016).

Purpose of the System of Internal Control

The system of internal control is designed to manage risk to a tolerable level rather than to eliminate it. The system can therefore only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded and that material errors or irregularities are either prevented or detected in a timely way.

The system of internal control, which accords with guidance issued by the Department of Public Expenditure and Reform has been in place in Sport Ireland for the year ended 31 December 2021 and up to the date of approval of the financial statements.

Capacity to Handle Risk

Sport Ireland has an Audit and Risk Committee (ARC) comprising of three Board members (as of year-end) and three external members, with financial and audit expertise, one of whom is the Chair. The ARC met four times in 2021.

Sport Ireland has also established an internal audit function which is adequately resourced and conducts a programme of work agreed with the ARC.

The ARC has developed a risk management policy which sets out its risk appetite, the risk management processes in place and details the roles and responsibilities of staff in relation to risk. The policy has been issued to all staff who are expected to work within Sport Ireland's risk management policies, to alert management on emerging risks and control weaknesses and assume responsibility for risks and controls within their own area of work.

Risk and Control Framework

Sport Ireland has implemented a risk management system which identifies and reports key risks and the management actions being taken to address and, to the extent possible, to mitigate those risks.

A risk register is in place, which identifies the key risks facing Sport Ireland, and these have been identified, evaluated and graded according to their significance. The Unit and Corporate Risk Registers are reviewed by the ARC on an ongoing basis.

The risk register details the controls and actions needed to mitigate risks in Sport Ireland. The risk register also assigns responsibility to specific staff for the operation of controls. I confirm that a controlled environment containing the following elements is in place:

- procedures for all key business processes have been documented,
- financial responsibilities have been assigned at the management level with corresponding accountability,
- there is an appropriate budgeting system with an annual approved budget which is kept under review by senior management,
- there are systems aimed at ensuring the security of the information and communication technology systems,
- there are systems in place to safeguard the assets, and
- control procedures over grant funding to outside agencies ensure adequate control over approval of grants and monitoring and review of grantees provides assurance that grant funding has been applied for the purpose intended.

Sport Ireland Facilities DAC Oversight function

As part of the ongoing oversight of Sport Ireland Facilities DAC, which is the subsidiary company to Sport Ireland, the Chief Operations Officer reports to the Board of Sport Ireland at every Board meeting with regard to the performance of the campus facilities and any other material issues. Campus facilities activity reports are also examined at every Sport Ireland Facilities DAC Committee meeting. Sport Ireland has also agreed to inter-company charges through a service level agreement arrangement with Sport Ireland Facilities DAC. In addition, a Performance Service Delivery and Oversight Agreement has been in place since 2020 with the subsidiary company.

The draft annual financial statements of the subsidiary are also reviewed by the Sport Ireland Audit & Risk Committee prior to submission to the Sport Ireland Board for approval each year.

Ongoing Monitoring and Review

Formal procedures have been established for monitoring control processes. Control deficiencies are communicated to those responsible for taking corrective action and to management and the Board in a timely manner. I confirm that the following ongoing monitoring systems are in place.

- key risks and related controls have been identified and processes have been put in place to monitor the operation of those key controls and report any identified deficiencies,
- reporting arrangements have been established at all levels where responsibility for financial management has been assigned, and
- there are regular reviews by senior management of periodic and annual performance and financial reports which indicate performance against budgets/ forecasts.

Procurement

- I confirm that Sport Ireland has procedures in place to ensure compliance with current procurement rules and guidelines and that during 2021 Sport Ireland complied with those procedures.

The impact of Covid 19 on the control environment

Sport Ireland took immediate steps at the onset of the Covid pandemic to mitigate the risks in relation to remote working and specifically the lack of a staff presence on-site at Sport Ireland HQ. The risk register was reviewed by the ARC and the Board to ensure Covid related risks were reflected and ranked accordingly. The modified control environment included a revision of all the processes in relation to grant and supplier payments to reflect the new remote working environment. Actions taken by Sport Ireland, which continued during 2021 include:

- Initiate a Covid 19 Business Continuity Plan.
- Transition the Board of Sport Ireland to a remote environment for the purpose of making business decisions.
- Make necessary adaptations to the Sport Ireland physical office environment in line with published guidance and expert assessment.
- Ongoing Covid 19 risk assessment for staff and stakeholders.
- Continual assessment of significant risks pertaining to the Covid-19 pandemic and the agility of Sport Ireland to respond effectively.
- Ensuring robust segregation of duties remains and the adequate cover is in place should specific approving authorities be unavailable.
- Ensuring all existing data protection and records management policies and procedures continue to apply as normal.
- Assess the potential for weaknesses in internal controls resulting from Covid19 and took measures to monitor and update internal controls where necessary

Covid-19 Internal Control Considerations

The onset of the Covid-19 pandemic from 2020 has significantly impacted the operations of Sport Ireland, posing operational, health and safety and financial risks and challenges. New activities, reprioritisation of work and pressure to deliver services have impacted Sport Ireland operations and staff. These risks have been assessed, documented on the Risk Register and mitigating actions have been put in place. The risks and required actions are being continually monitored. The resultant challenges in maintaining effective internal controls were assessed by the Board, incorporating guidance issued by the Chartered Institute of Internal Auditors and the Office of the Comptroller and Auditor General.

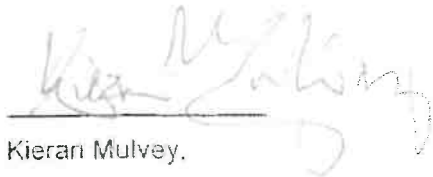
The Board is of the opinion that there has been no material change to the operation of the internal control environment in Sport Ireland as a result of Covid-19 during 2021.

Review of Effectiveness

I confirm that Sport Ireland has procedures to monitor the effectiveness of its risk management and control procedures. Sport Ireland's monitoring and review of the effectiveness of the system of internal control is informed by the work of the internal and external auditors, the Audit and Risk Committee which oversees their work, and the senior management within Sport Ireland responsible for the development and maintenance of the internal control framework.

I confirm that the Board conducted an annual review of the effectiveness of the internal controls in line with the requirements of the code.

On behalf of the Board of Sport Ireland:



Kierari Mulvey.

Chairman

Date: 13th September 2022



Ard Reachtaire Cuntas agus Ciste Comptroller and Auditor General

Report for presentation to the Houses of the Oireachtas Sport Ireland

Opinion on the financial statements

I have audited the financial statements of Sport Ireland for the year ended 31 December 2021 as required under the provisions of section 16 of the Sport Ireland Act 2015. The financial statements comprise

- the statement of income and expenditure and retained revenue reserves
- the statement of comprehensive income
- the statement of financial position
- the statement of cash flows, and
- the related notes, including a summary of significant accounting policies.

In my opinion, the financial statements give a true and fair view of the assets, liabilities and financial position of Sport Ireland at 31 December 2021 and of its income and expenditure for 2021 in accordance with Financial Reporting Standard (FRS) 102 — *The Financial Reporting Standard applicable in the UK and the Republic of Ireland*.

Basis of opinion

I conducted my audit of the financial statements in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am independent of Sport Ireland and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Report on information other than the financial statements, and on certain other matters

Sport Ireland has presented certain other information together with the financial statements. This comprises the annual report including the governance statement and Board members' report, and the statement on internal control. My responsibilities to report in relation to such information, and on certain other matters upon which I report by exception, are described in the appendix to this report.

I have nothing to report in that regard.

Seamus McCarthy
Comptroller and Auditor General

26 September 2022

Appendix to the report

Responsibilities of Board members

As detailed in the governance statement and Board members' report, the Board members are responsible for

- the preparation of annual financial statements in the form prescribed under section 16 of the Sport Ireland Act 2015
- ensuring that the financial statements give a true and fair view in accordance with FRS102
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- 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.

Responsibilities of the Comptroller and Auditor General

I am required under section 16 of the Sport Ireland Act 2015 to audit the financial statements of Sport Ireland and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.

- I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on Sport Ireland's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause Sport Ireland to cease to continue as a going concern.
- I evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I report by exception if, in my opinion,

- I have not received all the information and explanations I required for my audit, or
- the accounting records were not sufficient to permit the financial statements to be readily and properly audited, or
- the financial statements are not in agreement with the accounting records

Information other than the financial statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Reporting on other matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify material matters relating to the manner in which public business has been conducted.

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify any material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

Sport Ireland
STATEMENT OF INCOME AND EXPENDITURE AND RETAINED REVENUE RESERVES
For the year ended 31 December 2021

STATEMENT OF INCOME AND EXPENDITURE AND RETAINED REVENUE RESERVES

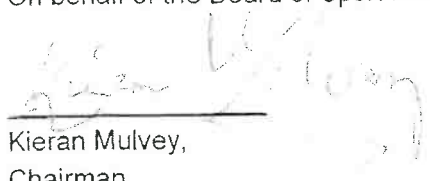
For the year ended 31 December 2021


	Notes	Year ended 31 December 2021 €	Year ended 31 December 2020 €
Income			
Oireachtas Grants	2	167,687,222	165,444,988
Dormant Account Grants	2	10,000,000	7,975,000
Own Resources	3	720,126	693,640
Net Deferred Pension Funding	10c	966,756	729,583
Other Income	4	228,033	282,661
Total Income		179,602,137	175,125,872
Expenditure			
Current Grants Payable	5a	144,061,465	149,236,702
Dormant Account Grants	5b	8,179,987	7,779,591
Healthy Ireland Grants	5c	1,321,324	2,267,888
Other Programmes	6	8,406,926	6,314,390
Administration	7	963,822	774,329
Staff Costs	8	5,646,474	4,720,050
Retirement benefit costs	10a	978,000	822,000
Depreciation	11	5,793,974	4,867,730
Total Expenditure		175,351,971	176,782,680
<i>Surplus for the year before transfer from Capital Reserve</i>		4,250,166	(1,656,808)
Transfer from the Capital Reserve	9	1,500,726	3,360,878
<i>Surplus for the year after transfer from Capital Reserve</i>		5,750,892	1,704,070
Balance Brought Forward at 1 January		4,381,814	2,677,744
Balance Carried Forward at 31 December		10,132,706	4,381,814

All income and expenditure for the year relate to continuing activities at the Statement of Financial Position date.

The Statement of Cash Flows and notes 1 to 21 form part of these financial statements.

On behalf of the Board of Sport Ireland:


 Kieran Mulvey,
 Chairman
 13th September 2022

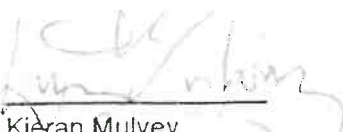

 Una May,
 Chief Executive Officer
 13th September 2022


Sport Ireland
STATEMENT OF COMPREHENSIVE INCOME
For the year ended 31 December 2021

		Year ended 31 December 2021	Year ended 31 December 2020
	Notes	€	€
Surplus for the year after transfer from Capital Reserve		5,750,898	1,704,070
Experience (loss)/gains on retirement benefit	10b	(276,000)	(1,046,000)
Change in assumptions underlying the present value of retirement benefit obligations	10b	(1,154,000)	(1,535,000)
Total actuarial (loss)/gain in the year		(1,430,000)	(2,581,000)
Adjustment to deferred retirement benefits funding		1,430,000	2,581,000
<i>Other Comprehensive Income for the year</i>		<i>5,750,898</i>	<i>1,704,070</i>

The Statement of Cash Flows and notes 1 to 21 form part of these financial statements.

On behalf of the Board of Sport Ireland:


 Kieran Mulvey,
 Chairman
 13th September 2022



 Una May,
 Chief Executive Officer
 13th September 2022


Sport Ireland
STATEMENT OF FINANCIAL POSITION
As at 31 December 2021

		Year ended 31 December 2021	Year ended 31 December 2020
	Notes	€	€
Fixed Assets			
Property, Plant & Equipment	12	146,335,007	147,835,734
Financial Assets	13	1	1
Total Fixed Assets		<u>146,335,008</u>	<u>147,835,735</u>
Current Assets			
Receivables	14	629,242	860,055
Cash and cash equivalents		<u>17,690,980</u>	<u>6,247,887</u>
		18,320,222	7,107,942
Current Liabilities (amounts falling due within one year)			
Payables	15	<u>(8,187,517)</u>	<u>(2,726,129)</u>
Net Current (Liabilities)/Assets		<u>10,132,705</u>	<u>4,381,813</u>
Retirement Benefits			
Retirement benefit obligations	10d	(21,671,000)	(19,274,000)
Deferred retirement benefit funding asset	10b	<u>21,671,000</u>	<u>19,274,000</u>
Total Net Assets		<u>156,467,713</u>	<u>152,217,548</u>
Representing			
Capital Account	9	146,335,007	147,835,734
Retained revenue reserves		<u>10,132,706</u>	<u>4,381,814</u>
Equity		<u>156,467,713</u>	<u>152,217,548</u>

The Statement of Cash Flows and notes 1 to 21 form part of these financial statements.

On behalf of the Board of Sport Ireland:


 Kieran Mulvey,
 Chairman
 13th September 2022


 Una May,
 Chief Executive Officer
 13th September 2022

Sport Ireland
STATEMENT OF CASH FLOWS
For the year ended 31 December 2021

STATEMENT OF CASH FLOWS

For the year ended 31 December 2021

	Year ended 31 December 2021	Year ended 31 December 2020
Notes	€	€
Reconciliation of Net Operating Surplus		
Surplus for the year after transfer from Capital Reserve	5,750,893	1,704,070
Loss/(Gain) on Disposal of Tangible Fixed Assets	(324)	-
Depreciation	5,793,378	4,867,730
Bank Interest Received	-	-
Taxation Paid	-	-
Transfer (from) Capital Reserve	(5,793,973)	(4,867,730)
(Decrease)/Increase in Receivables	230,813	96,532
Increase/(Decrease) in Payables	5,461,388	216,441
	<u>11,442,174</u>	<u>2,017,043</u>
Net Cash Inflow from Operating Activities		
Cash Flow Statement		
Net Cash Inflows from Operating Activities	<u>11,442,174</u>	<u>2,017,043</u>
Returns on Investments and servicing of finance		
Bank Interest	-	-
Capital Expenditure		
Payments to acquire Fixed assets	(4,293,842)	(1,559,888)
Receipts from disposal of Fixed Assets	919	-
Net Cash Flows from Capital Expenditure	<u>(4,292,923)</u>	<u>(1,559,888)</u>
Cash Flows from Financing Activities		
Capital Grants	4,293,842	1,559,888
Net Cash Flows from Financing Activities	<u>4,293,842</u>	<u>1,559,888</u>
(Decrease)/Increase in Cash	<u>11,443,093</u>	<u>2,017,043</u>
Movement in net funds for the year	11,443,093	2,017,043
Cash at Bank 1 January	<u>6,247,887</u>	<u>4,230,844</u>
Cash at Bank 31 December	<u>17,690,980</u>	<u>6,247,887</u>

Notes to the Financial Statements

For the year ended 31 December 2021

1. Accounting Policies

The basis of accounting and significant accounting policies adopted by Sport Ireland are set out below. They have all been applied consistently throughout the year.

a) General Information

Sport Ireland's primary objectives as set out in Part II of the Sport Ireland Act 2015 are as follows:

- To encourage the promotion, development and co-ordination of competitive sport and the achievement of excellence in competitive sport;
- To develop strategies for increasing participation in recreational sport and to co-ordinate their implementation by all bodies (including public authorities and publicly funded bodies) involved in promoting recreational sport and providing recreational facilities;
- To take such action as is considered appropriate, including testing, to combat doping in sport;
- Where the Board considered it appropriate to do so, to initiate and encourage research concerning either or both competitive sport and recreational sport;
- Where the Board considered it appropriate to do so, to facilitate research and disseminate information concerning either or both competitive sport and recreational sport;
- To develop, promote, operate and maintain Sport Ireland Campus.

Sport Ireland is a Public Benefit Entity (PBE).

b) Statement of Compliance

The financial statements of Sport Ireland for the year ended 31 December 2021 have been prepared in accordance with generally accepted accounting practice including FRS 102, the financial reporting standard applicable in the UK and Ireland issued by the Financial Reporting Council (FRC).

c) Basis of Preparation

The financial statements have been prepared under the historical cost convention, except for certain assets and liabilities that are measured at fair values as explained in the accounting policies below. The financial statements are in the form approved by the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media with the concurrence of the Minister for Public Expenditure and Reform under the Sport Ireland Act 2015.

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

d) Consolidated Financial Statements

Sport Ireland Facilities DAC is wholly owned by Sport Ireland and operates and maintains the facilities on the Sport Ireland Campus.

Notes to the Financial Statements

For the year ended 31 December 2021

Sport Ireland is exempt from the requirement to present the annual financial statements as consolidated with the subsidiary. Under Section 9 (g) of FRS102, this is not required under the statutory framework or as part of the format agreed with the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media.

The financial statements of Sport Ireland Facilities DAC are presented separately. Further information in respect of the subsidiary is given in Note 13 to the financial statements.

e) RevenueOireachtas Grants

Oireachtas grants are generally recognised on a cash basis with the exception of unspent capital grants provided for specific purposes, which are deferred and recognised in the year the expenditure is incurred.

Refunds of grants paid

Grants paid become refundable in certain circumstances, such as liquidation/dissolution of the recipient company, or if the conditions of the grant are not met. Grant refunds are recognised when it is probable that the money will be received by Sport Ireland and the amount can be estimated reliably; therefore they are accounted for on an accruals basis. There were no Grant refunds in 2021.

Interest income

Interest income is recognised on an accruals basis.

Other Revenue

Other revenue is recognised on an accruals basis.

f) Grants Payable

Sport Ireland charges all Grant payments to the Income and Expenditure Account on an accruals basis. Grants become payable when the term and conditions are met to grantee organisations based on the Sport Ireland funding application process, which commences in Quarter 3 each year. Grantee organisations have been made aware of the reporting requirements under circular 13/2014, Management of and Accountability for Grants from Exchequer Funds and Sport Ireland reviews all grantee bodies financial statements to ensure compliance in this regard.

g) Property, Plant and Equipment

Property, Plant and Equipment are stated at cost less accumulated depreciation, adjusted for any provision for impairment. Depreciation is provided on all property, plant and equipment, at rates estimated to write off the cost less the estimated residual value of each asset on a straight line basis over their estimated useful lives, as follows:

NAC & Campus Facilities	2%	per annum
Campus Facilities (30 Years lifecycle)	3.33%	per annum
Campus Facilities (10 Years lifecycle)	10%	per annum

Notes to the Financial Statements

For the year ended 31 December 2021

Campus Facilities (5 Years lifecycle)	20%	per annum
Infrastructure, Master Planning & Design	15%	per annum
Campus Capital Projects Strategy	100%	per annum
Land & Buildings (50 Years lifecycle)	2%	per annum
Buildings (30 Years lifecycle)	3.33%	per annum
Office Fit out /Fixtures & Fittings	20%	per annum
Computers & IT Equipment	33.33%	per annum
Motor Vehicles	20%	per annum

Land on the Sport Ireland Campus, Abbotstown House and any assets that are under construction are not depreciated. Once projects under construction are completed, relevant depreciation rates are applied.

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the asset were already of an age and in the condition expected at the end of its useful life.

If there is objective evidence of impairment of the value of an asset, an impairment loss is recognised in the Statement of Income and Expenditure and Retained Revenue Reserves in the year.

h) Financial assetsOther Financial Assets

Sport Ireland Facilities DAC is wholly owned by Sport Ireland and its share capital represents one ordinary share of one Euro par value. Sport Ireland Facilities DAC operates and maintains the facilities on the Sport Ireland Campus.

i) Receivables

Receivables are recognised at fair value, less a provision for doubtful debts. The provision for doubtful debts is a specific provision and is established when there is objective evidence that Sport Ireland will not be able to collect all amounts owed to it. All movements in the provision for doubtful debts are recognised in the Statement of Income and Expenditure and Retained Revenue Reserves.

j) Payables

Payables are initially recognised at fair value. Payables are classified as current if payable within one year or less. If not, they are presented as non-current liabilities.

k) Employee BenefitsShort-term Benefits

Short term benefits such as holiday pay are recognised as an expense in the year, and benefits that are accrued at year-end are included in the Payables figure in the Statement of Financial Position.

Notes to the Financial Statements

For the year ended 31 December 2021

Retirement Benefits

Sport Ireland operates a defined benefit pension scheme, funded annually on a pay-as-you-go basis from monies provided by the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media and from contributions deducted from staff and members' salaries. Sport Ireland also operates the Single Public Services Pension Scheme ("Single Scheme"), which is a defined benefit scheme for pensionable public servants appointed on or after 1 January 2013. Single scheme employee contributions are transferred to the Department of Public Expenditure and Reform. All other employee pension contributions are transferred to the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media.

Pension costs reflect pension benefits earned by employees, and are shown net of staff pension contributions. An amount corresponding to the pension charge is recognised as income to the extent that it is recoverable, and offset by grants received in the year to discharge pension payments.

Actuarial gains or losses arising on scheme liabilities are reflected in the Statement of Comprehensive Income, and a corresponding adjustment is recognised in the amount recoverable from the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media.

The financial statements reflect, at fair value, the assets and liabilities arising from Sport Ireland's pension obligations and any related funding, and recognises the costs of providing pension benefits in the accounting periods in which they are earned by employees. Retirement benefit scheme liabilities are measured on an actuarial basis using the projected unit credit method.

I) Critical Accounting Judgements and Estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the Statement of Financial Position date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements have had the most significant effect on amounts recognised in the financial statements.

Impairment of Property, Plant and Equipment

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units). Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

Notes to the Financial Statements

For the year ended 31 December 2021

Provisions

Sport Ireland makes provisions for legal and constructive obligations, which it knows to be outstanding at the year-end date. These provisions are generally made based on historical or other pertinent information, adjusted for recent trends where relevant. However, they are estimates of the financial costs of events that may not occur for some years. As a result of this and the level of uncertainty attaching to the final outcomes, the actual out-turn may differ significantly from that estimated.

Depreciation and Residual Values

The Board have reviewed the asset lives and associated residual values of all fixed asset classes, and in particular, the useful economic life and residual values of fixtures and fittings, and have concluded that asset lives and residual values are appropriate.

Retirement Benefit Obligation

The assumptions underlying the actuarial valuations for which the amounts recognised in the financial statements are determined (including discount rates, rates of increase in future compensation levels and mortality rates) are updated annually based on current economic conditions, and for any relevant changes to the terms and conditions of the pension and post-retirement plans.

The assumptions can be affected by:

- (i) the discount rate, changes in the rate of return on high-quality corporate bonds.
- (ii) future compensation levels, future labour market conditions.

Notes to the Financial Statements

For the year ended 31 December 2021

2. Oireachtas Grants

As outlined in Accounting Policy Note 1(e) Oireachtas grants are recognised as income on the basis of the amount of cash received. The Oireachtas Grants received by Sport Ireland from Vote 33 – Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media as shown in the financial statements consist of:

	Sub-head	Year ended 31 December 2021 €	Year ended 31 December 2020 €
Recurrent Grant	D.5	157,830,700	160,756,600
Less Refundable Employee Pension Deductions		<u>(158,000)</u>	<u>(133,000)</u>
Total Recurrent Grant		157,672,700	160,623,600
Department of Health - Healthy Ireland Fund		1,900,000	2,524,177
Capital Funding	B.2	<u>8,114,522</u>	<u>2,297,211</u>
Total Oireachtas Grants		<u>167,687,222</u>	<u>165,444,988</u>
Dormant Account Grants: Current	D.6	8,415,000	6,617,000
Dormant Account Grants: Capital	D.6	<u>1,585,000</u>	<u>1,358,000</u>
Total Dormant Account Grants		<u>10,000,000</u>	<u>7,975,000</u>

Recurrent Grants:

Sport Ireland charges Grant payments to the Income and Expenditure Account when grants become payable, plus term and conditions are met.

Grants become payable to grantee organisations based on the Sport Ireland funding application process, which commences in Quarter 3 each year to accommodate grant payments the following year. Grantee organisations have been made aware of the reporting requirements under circular 13/2014, Management of and Accountability for Grants from Exchequer Funds and Sport Ireland reviews all grantee bodies financial statements to ensure compliance in this regard.

This grant is used for paying, general administration, programme costs and grants to National Governing Bodies and Local Sports Partnerships. The amount of recurrent grant received in 2021 was €92,830,700. In addition, Covid resilience funding of €65,000,000 was also received in 2021 bringing the total recurrent grant received figure received in 2021 to €157,830,700. The Board have adhered to the terms of the Performance Delivery Agreement with the Department. The Board have adequate financial control systems in place to manage grants received from the Department.

Covid Resilience Funding:

Sport Ireland also secured an additional €65,000,000 from the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media as a Covid Resilience Fund to provide additional financial support for the sector. Similar to 2020, a Covid relief grant scheme was run by Sport Ireland during 2021 in relation to

Notes to the Financial Statements

For the year ended 31 December 2021

this additional funding and all grant allocations were made to the sector before year-end in line with Board approval totalling €73,617,001.

Capital Grants:

A Capital grant of €8,114,522 was also received from the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media in 2021 to maintain and enhance the facilities on the Sport Ireland Campus.

Dormant Account Grants:

The Dormant Account Grant received from the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media was €10,000,000 for projects including Community Sports Hub, Sports Disability Training, Volunteer Support and Youth Leadership Training.

Healthy Ireland Grants:

The Healthy Ireland Grant received from the Department of Health was €1,900,000 for projects including Get Ireland Swimming, Walking, Cycling and Running and the 2021 Let's Get Back Campaign.

3. Own Resources

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Rental Income	338,133	336,783
Rent from Sports HQ*	101,174	88,821
Anti-Doping Testing Income	80,861	59,569
Player Athlete Services	115,198	133,449
Sport Ireland Institute	32,894	30,990
Sport Ireland Outdoors	25,816	6,778
Sport Ireland Coaching	26,050	37,250
Total Own Resources	720,126	693,640

* This represents contributions to running costs, which are shown under "Sports HQ" see Note 6.

4. Other Income

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Bank Interest Received	-	-
Income from EU	43,153	26,689
Great Dublin Bike Ride	-	-
European Week of Sport	148,640	253,432
Other Income	36,240	2,540
Total Other Income	228,033	282,661

Notes to the Financial Statements

For the year ended 31 December 2021

5. Grants Payable

a) Current Grants

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
National Governing Bodies of Sport *	14,111,000	13,615,000
Covid Resilience Scheme****	73,617,001	88,498,500
International Carding Scheme *	3,013,875	2,459,700
Local Sports Partnerships *	9,686,319	7,715,644
Youth Field Sports *	10,470,496	9,640,497
Aviva Stadium Grant ***	2,544,600	2,544,600
High Performance Grants *	11,111,955	9,445,000
Womens Participation in Sport *	1,912,400	1,641,000
Team Ireland Golf Trust	-	275,000
Irish Open	2,200,000	-
Student Sport Ireland	75,000	70,000
Morton Stadium Grant	150,000	150,000
Olympic Federation of Ireland	420,000	620,000
Paralympic Council	400,000	600,000
Irish Special Schools Sport	25,000	25,000
Federation of Irish Sport	115,000	115,000
Recreational Sports Grant Scheme	40,000	40,000
Sport Ireland Facilities Capital Grant **	2,785,897	914,156
Sport Ireland Facilities Operational Grant **	5,490,000	6,260,000
Older People and Sport	607,605	607,605
University of Limerick - 50 Metre Pool	299,301	300,000
GAA - Inter County Players Support Scheme	2,849,792	3,000,000
Inter County Ladies Football & Camogie Scheme	2,136,224	700,000
Total Grants Payable	144,061,465	149,236,702

* Analysis of Grants figures are set out in the Appendices to Annual Report.

** Transactions with Sport Ireland Facilities DAC.

*** In recognition of the importance of the continued operation of the Aviva Stadium; in April 2020 the Department of Transport, Tourism and Sport agreed to provide a recoupable grant to the FAI for the total sum of €7,633,800, to cover the license fee payable by the FAI to New Stadium DAC over the three-year period 2020-2022.

This grant is payable by Sport Ireland in three equal instalments over the three year period concerned and will be recoupable by Sport Ireland from the FAI, from 2024 (inclusive) in the form of grant reduction of €1,000,000 per annum, until the full amount of €7,633,800 is recouped. As the grant is being recouped from monies provided by the Exchequer, it being recognised as current expenditure.

**** Covid Resilience Scheme. Please see Note 2.

Notes to the Financial Statements
For the year ended 31 December 2021

b) Dormant Account Grants

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Community Sport Hub *	1,849,662	1,415,086
Youth Leadership *	410,870	277,500
Community Coaching *	-	1,333
Sports Disability Training	627,252	535,817
Volunteer Support	485,540	522,591
Evaluation	396,327	127,675
Administration	450,000	450,000
Get Ireland Cycling	15,000	135,000
Get Ireland Walking	22,500	112,500
Get Ireland Swimming	150,000	145,000
Get Ireland Running	150,000	135,000
NGB Participation Funding	1,068,500	1,029,500
Various Programmes	2,554,336	2,892,589
Total Dormant Account Grants	8,179,987	7,779,591

*Analysis of Grants figures are set out in the Appendices to Annual Report.

c) Healthy Ireland Grants

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Special Olympics	11,000	11,000
LSP Grants	750	311,000
NGB Grants	-	150,500
National Fitness Day	20,000	20,000
Age & Opportunity	-	360,000
Get Ireland Swimming	120,000	119,500
Get Ireland Walking	127,000	177,650
Get Ireland Cycling	113,500	-
Get Ireland Running	120,000	154,100
Keep Well Campaign	-	393,250
Lets Get Back Campaign	350,000	-
Operation Transformation	36,500	-
Cycle Right	-	11,000
GAA Healthy Clubs	10,000	517,000
Research Grants	124,542	-
Outdoors National Digital Database	268,032	22,888
Administration Fee	20,000	20,000
	1,321,324	2,267,888

Notes to the Financial Statements

For the year ended 31 December 2021

6. Other Programmes

*These represent running costs. Income which is directly linked to these costs is shown under “Own Resources” see Note 3.

	ANTI DOPING	NGB Communications	PARTICIPATION	HIGH PERFORMANCE	INSTITUTE OF SPORT	COACHING IRELAND	OUTDOORS	CAMPUS	TOTAL	TOTAL
	2021	2021	2021	2021	2021	2021	2021	2021	31 Dec 2021	31 Dec 2020
	€	€	€	€	€	€	€	€	€	€
Anti-Doping Testing	1,300,877								1,300,877	1,045,555
Research Projects			643,404						643,404	204,567
NGB Development		28,000							28,000	70,193
Programme Development		365,514	267,271	86,919			209,615		929,319	560,752
EU European Week of Sport			175,606						175,606	260,745
SI Outdoors Inspections									0	122,796
SI Outdoors Grants							207,863		207,863	10,000
Institute Development					2,283,348	1,214	124,500		2,409,062	1,709,313
Sports HQ *		191,526							191,526	221,697
Contractors/Outsourced					228,463		102,940		331,403	319,693
Tutor Training						57,829			57,829	17,934
Campus Maintenance								179,192	179,192	164,923
Staff and Training	1,410	5,287	4,548	10,032	1,670	6,261	1,109	2,385	32,702	27,246
Office Administration Costs	34,717	24,938	9,599	30,440	19,579	248,596	28,501	49,603	564,580	542,054
Travel, Subsistence & Meetings	2,513	77	2,777	5,345	3,378	2,402	4,411	569	21,864	49,646
Professional Fees	51,365	16,230			68,179		2,769		138,543	443,872
Computer Software & Support	13,975	134,413	28,838	3,371	54,234	74,158	43,178	507	353,513	144,724
PR, Printing and Stationery	4,955	211	805,913	9,625	2,182	4,173	10,039	1,430	838,528	395,010
Postage and Courier	1,747	56	536			46	455	275	3,115	3,670
Total Other Programmes	1,411,559	766,252	852,211	1,145,094	236,141	2,847,447	146,736	701,026	8,406,926	6,314,390

Notes to the Financial Statements
For the year ended 31 December 2021

7. Administration

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Staff Expenses and Training	76,192	58,075
Rent and Property	27,354	49,526
Maintenance and Repairs	9,764	-
Insurance	27,060	8,494
Telephone	4,715	3,644
Light and Heat	7,403	6,371
Board Members, Travel, Subsistence and Meetings	103,566	77,477
Audit Fees	254,111	166,776
OC&AG Audit Fee	32,000	17,900
Professional Fees	156,337	88,965
Computer Software and Support	187,181	188,606
Printing and Stationery	12,568	25,268
Postage and Courier	7,930	9,645
Sundry	57,965	73,582
Loss/(Gain) Disposal of Fixed Assets	(324)	-
Total Administration	963,822	774,329

8. Remuneration

(a) Aggregate Employee Benefits

The total staff complement approved by the Minister at 31 December 2021 was 62 permanent. The average number of employees excluding the agency was 55. The aggregate employee and related costs were as follows:

Sport Ireland

Year Ended: 31 December 2021

Aggregate Employee Benefits

	Year ended 31/12/2021	Year ended 31/12/2020
Salaries	2,938,623	2,491,758
Employers PRSI contributions	313,986	261,250
Staff Holiday Pay Accrual	5,206	37,091
Campus and Agency Staff	2,388,659	1,929,951
Total Staff Numbers	5,646,474	4,720,050
Dormant Account Salaries/PRSI Allocation	223,880	220,053
Dormant Account Operational Support Allocation	324,195	290,047
	548,075	510,100
	6,194,549	5,230,150

Notes to the Financial Statements

For the year ended 31 December 2021

Staff Costs by Unit

	Salaries	ER PRSI Contributions	Staff Holiday Pay Accrual	Agency Staff	31 December 2021	31 December 2020
Administration	710,400	74,776	5,206	504,827	1,295,209	953,780
Research	-	-	-	-	-	-
Anti Doping	403,069	43,135	-	151,452	597,656	540,959
NGB	238,257	25,964	-	260,000	524,221	425,126
PR	143,131	15,528	-	-	158,659	172,562
Participation	310,481	33,734	-	366,919	711,134	606,802
High Performance Institute	412,833	44,414	-	171,761	629,008	361,934
Coaching Ireland	-	-	-	535,461	535,461	465,533
DA/Hi	697,209	73,867	-	122,419	893,495	868,259
Campus	202,530	21,350	-	324,195	548,075	510,100
	23,242	2,568	-	275,821	301,631	325,095
TOTAL	3,141,152	335,336	5,206	2,712,855	6,194,549	5,230,150

The Dormant Account and Healthy Ireland salaries and PRSI figure of €223,880 represent staff cost allocated against both grant schemes as approved by the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media and the Department of Health respectively.

(b) Short Term Benefits

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Basic Pay	3,476,488	2,973,061
Overtime	-	-
Allowances	-	-
Total Short Term Benefits	3,476,488	2,973,061

(c) Termination Benefits

There were no termination benefits paid in 2021.

(d) Key Management Personnel

Key management personnel in Sport Ireland consists of the Chief Executive Officer and Sport Ireland Board members. The total value of employee benefits for key management personnel is set out below.

Notes to the Financial Statements

For the year ended 31 December 2021

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Key Management Personnel	251,395	223,656
Total Key Management Personnel	251,395	223,656

The CEO is the only member of the Sport Ireland pension scheme included in Key Management and his entitlements in that regard do not extend beyond the terms of the model public service pension scheme.

(e) Chief Executive Officer Salary and Benefits

The CEO remuneration package for the year was as follows:

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Basic Pay	163,327	162,951
Holiday Pay	12,614	-
Total Salary	175,941	162,951

The CEO is a member of the Sport Ireland pension scheme. The value of retirement benefits earned in the year is not included above.

The CEO received recoupment of travel and subsistence expenses of €903 in the 12 months ended 31 December 2021 (€772 in the 12 months ended 31 December 2020).

9. Capital Account

Sport Ireland

Year Ended: 31 December 2021

LEAD SCHEDULE: Capital Account

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
At 1 January	147,835,734	151,143,576
Transfer from Income and Expenditure Account:		
Amortisation in line with fixed asset depreciation	(5,793,974)	(4,867,730)
Funds Allocated to acquire Fixed Assets	4,293,842	1,559,888
Net Movement for the year	(1,500,131)	(3,307,842)
Amount Released on Disposal of Fixed Assets	(595)	-
OPW Funding Allocated to acquire Fixed Assets	(53,031)	(53,036)
Net Amount of Transfer for the year:	(1,553,757)	(3,360,878)
OPW Funding Released To Fixed Assets	53,031	53,036
Total Net Transfer for the year	(1,500,726)	(3,307,842)
At 31 December	146,335,008	147,835,734

Notes to the Financial Statements

For the year ended 31 December 2021

10. Retirement Benefit Costs

(a) Analysis of total retirement benefit costs charged to the Statement of Income and Expenditure and Retained Revenue Reserves

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Current service cost	944,000	733,000
Interest on retirement benefit scheme liabilities	192,000	222,000
Employee Contributions	(158,000)	(133,000)
Total Retirement Benefit Cost	978,000	822,000

(b) Movement in net retirement benefit obligations during the financial year

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Net retirement benefit obligation at 1 January	19,274,000	15,968,000
Current service cost	944,000	733,000
Interest cost	192,000	222,000
Experience loss/(gain)	276,000	1,046,000
(Gain)/loss arising from change in assumptions	1,154,000	1,535,000
Pensions paid in the year	(169,000)	(230,000)
Net retirement benefit obligation at 31 December	21,671,000	19,274,000

(c) Deferred funding for retirement benefits

The Board recognises these amounts as an asset corresponding to the unfunded deferred liability for retirement benefits on the basis of the set of assumptions described above and a number of past events. These events include the statutory basis for the establishment of the retirement benefit scheme, and the policy and practice currently in place in relation to funding public service pensions including contributions by employees and the annual estimates process. The Board has no evidence that this funding policy will not continue to meet such sums in accordance with current practice.

The net deferred funding for retirement benefits recognised in the Statement of Income and Expenditure and Retained Revenue Reserves was as follows:

Notes to the Financial Statements
For the year ended 31 December 2021

10. (c) Funding Recoverable

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Funding recoverable in respect of current year retirement benefit costs	1,136,000	955,000
Pensions paid in the year	(169,244)	(225,417)
Funding Recoverable	966,756	729,583

The deferred funding asset for retirement benefits at 31 December 2021 amounts to €21,671m.

(d) History of defined benefit obligations

	2021 €'000	2020 €'000	2019 €'000	2018 €'000
Defined Benefit Obligations	21,671	19,274	15,968	14,485
Experience losses/(gains) on defined benefit scheme liabilities	276	1,046	(107)	769

(e) General description of the scheme

The retirement benefit scheme is a defined benefit final salary pension arrangement with benefits and contributions defined by reference to current “model” public sector scheme regulations. The scheme provides a pension (being 1/80 per year of service), a gratuity or lump sum (being 3/80 per year of service) and spouses and children’s pensions. Normal retirement age is a member’s 65th birthday, and pre-2004 members have an entitlement to retire without actuarial reduction from age 60. Pensions in payment (and deferment) normally increase in line with general public sector salary inflation.

Sport Ireland also operates the Single Public Services Pension Scheme (“Single Scheme”), which is a defined benefit scheme for pensionable public servants appointed on or after 1 January 2013. All single scheme employee contributions are transferred to the Department of Public Expenditure and Reform and all current retirement benefit costs are recoverable from the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media through the pay allocation grant.

This membership rule prevails regardless of the form of the employment contract. Both full-time and part-time staff and permanent and temporary staff join the Single Scheme if their employment commences from 2013 onwards.

The valuation used for FRS102 disclosures has been based on a full actuarial valuation performed on 31 January 2022 by a qualified independent actuary, taking account of the requirements of the FRS in order to assess the scheme liabilities at 31 December 2021.

Notes to the Financial Statements

For the year ended 31 December 2021

The principal actuarial assumptions were as follows:

	Year ended 31 December 2021	Year ended 31 December 2020
Rate of increase in salaries	3.35%	2.60%
Rate of increase in retirement benefits in payment	2.85%/2.2%	2.1%/1.45%
Discount rate	1.50%	1.00%
Inflation rate	2.20%	1.45%

Mortality

58% of PNML00 for males with improvements (see below).

62% of PNFL00 for females with improvements (see below).

The mortality basis explicitly allows for improvements in life expectancy over time, so that life expectancy at retirement will depend on the year in which a member attains retirement age (age 65). The table below shows the life expectancy for members attaining age 65 in 2021 and 2041.

Year of attaining age 65	2021	2041
Life expectancy - Male	24.1 Years	21.8 Years
Life expectancy - Female	26.2 Years	24.1 Years

11. Depreciation of Fixed Assets

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Depreciation of Property, Plant and Equipment	5,793,973	4,867,730
Total Depreciation	5,793,973	4,867,730

Notes to the Financial Statements
For the year ended 31 December 2021

12 (a). Property, Plant & Equipment 2021

	National Aquatic Centre	Infrastructure & Design	Campus Facilities	Land & Buildings	Office Equip / Computers / Fixtures & Fittings Furnitures / Med Equipment	Motor Vehicle	Total
	€	€	€	€	€	€	€
Cost							
At beginning of the year	74,005,032	10,187,496	84,267,212	26,864,856	2,073,540	22,286	197,420,422
Additions for the year	48,382	3,132,534	949,004	100,709	63,212	-	4,293,842
Disposals during the year	-	-	-	-	(1,659)	-	(1,659)
At 31 December 2021	74,053,414	13,320,030	85,216,216	26,965,565	2,135,093	22,286	201,712,605
Depreciation							
At beginning of the year	26,569,704	8,581,081	7,276,937	5,308,970	1,825,710	22,286	49,584,688
Charge for the year	1,481,068	1,277,065	2,310,038	619,067	106,735	-	5,793,973
Disposals during the year	-	-	-	-	(1,064)	-	(1,064)
At 31 December 2021	28,050,772	9,858,146	9,586,975	5,928,037	1,931,381	22,286	55,377,598
Net Book Value							
At 1 January 2020	47,435,328	1,606,415	76,990,275	21,555,886	247,830	-	147,835,734
Net Movement for the year	(1,432,686)	1,855,469	(1,361,034)	(518,358)	(44,118)	-	(1,500,727)
At 31 December 2021	46,002,642	3,461,884	75,629,241	21,037,528	203,712	-	146,335,007

12 (b). Property, Plant & Equipment 2020

	National Aquatic Centre	Infrastructure & Design	Campus Facilities	Land & Buildings	Office Equip / Computers / Fixtures & Fittings Furnitures / Med Equipment	Motor Vehicle	Total
	€	€	€	€	€	€	€
Cost							
At beginning of the year	74,005,032	9,716,310	83,469,386	26,742,538	1,904,982	22,286	195,860,534
Additions for the year	-	471,186	797,826	122,318	168,558	-	1,559,888
Disposals during the year	-	-	-	-	-	-	-
At 31 December 2020	74,005,032	10,187,496	84,267,212	26,864,856	2,073,540	22,286	197,420,422
Depreciation							
At beginning of the year	25,089,600	8,109,895	5,159,402	4,690,600	1,645,175	22,286	44,716,958
Charge for the year	1,480,104	471,186	2,117,535	618,370	180,535	-	4,867,730
Disposals during the year	-	-	-	-	-	-	-
At 31 December 2020	26,569,704	8,581,081	7,276,937	5,308,970	1,825,710	22,286	49,584,688
Net Book Value							
At 1 January 2020	48,915,432	1,606,415	78,309,984	22,051,938	259,807	-	151,143,576
Net Movement for the year	(1,480,104)	-	(1,319,709)	(496,052)	(11,977)	-	(3,307,842)
At 31 December 2020	47,435,328	1,606,415	76,990,275	21,555,886	247,830	-	147,835,734

Notes to the Financial Statements

For the year ended 31 December 2021

13. Financial Assets

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Sport Ireland Facilities DAC		
Ordinary Share Value	1	1
Total Financial Assets	1	1

Name	Registered Office	Company	Ownership	Issued Share
Sport Ireland Facilities DAC	IIS Building Sport Ireland Campus Blanchardstown Dublin 15	419329	1	One Ordinary Share of one Euro Par Value

A summary of the subsidiary's results are set out below.

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Surplus/(deficit) for the year	53,618	2,080,576
Accumulated Surplus/(Deficit)	356,089	302,471

14. Receivables

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Debtors	219,869	454,299
Accrued Income	-	51,360
OPW Suspense Account	70,273	70,273
Prepayments	339,100	284,123
Total Receivables	629,242	860,055

15. Payables

	Year ended 31 December 2021	Year ended 31 December 2020
	€	€
Creditors	2,035,032	1,099,022
Other Accruals	5,465,700	1,172,798
Due to Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media	70,273	70,273
PAYE/PRSI	141,509	115,764
Value Added Tax	221,496	57,348
Credit Cards	2,942	
Relevant Contract Tax	4,537	16,876
Professional Services Withholding Tax	246,028	194,048
Total Payables	8,187,517	2,726,129

Notes to the Financial Statements

For the year ended 31 December 2021

16. Lease Commitments

At 31 December 2021 Sport Ireland had no lease commitments.

Sport Ireland has a Memorandum of Understanding with the University of Limerick dated 15 September 2001, this covers accommodation, light & heat and security provided by the University of Limerick to Sport Ireland Coaching. Sport Ireland Coaching vacated their University of Limerick accommodation in 2021 and will move into a leased office facility during 2022.

17. Related Party Disclosures

Please refer to Note 8(e) for a breakdown of the remuneration and benefits paid to key management personnel.

Sport Ireland adopts procedures in accordance with the guidelines issued by the Department of Public Expenditure and Reform covering the personal interests of Board members. In the normal course of business, Sport Ireland may approve grants or enter into other contractual arrangements with entities in which Sport Ireland members are employed or are otherwise interested.

In cases of potential conflict of interest, Board members do not receive Board documentation or otherwise participate in or attend discussions regarding these transactions. A register is maintained and available on request of all such instances.

In the normal course of business, the Board may approve grant payments to undertakings in which Board members are employed or may otherwise have an interest. The Board adopted procedures in accordance with guidelines issued by the Department of Public Expenditure and Reform in relation to the disclosure of interests by Board members and these procedures have been adhered to during the year.

The following Board members disclosed an interest in organisations to which grants were approved in 2021:

- Iognáid Ó Muircheartaigh is a former chairperson and Board member of Golfing Union of Ireland. He declared an interest with regard to the agenda item discussing funding to the Team Ireland Grant Scheme.
- Liam Sheedy declared a conflict with regard to the agenda item discussing the 2020 Government Grant for Inter-County GAA Players to the Gaelic Athletic Association.
- Páraic Duffy was previously Ard Stiúrthóir of the GAA. He declared a potential perceived conflict with regard to agenda items discussing funding to the GAA.

Notes to the Financial Statements

For the year ended 31 December 2021

- Lynne Cantwell is Women's High Performance Manager at the South African Rugby Union. She declared a conflict with regard to High Performance funding to the IRFU.
- Miriam O'Callaghan is a former president of the Camogie Association, and a member of the Board of Offaly Sports Partnership. She declared a potential perceived conflict with regard to funding to the Camogie Association and a conflict with regard to funding to Offaly Sports Partnership.
- Padraic Moran is a member of Boccia Ireland (which is a subcommittee of Paralympics Ireland). He declared a conflict with regard to agenda items discussing funding to Paralympics Ireland.
- Michelle Tanner is Head of Sport and Recreation at Trinity College Dublin. She declared a conflict with regard to funding to Student Sport Ireland.
- Sport Ireland Facilities DAC is a wholly owned subsidiary of Sport Ireland and received €2,785,897 of Capital Grant and €5,490,000 of Operational Grant in 2021.
- Sport Ireland has availed of the exemption afforded by paragraph 33.1A from the provisions of FRS 102 'Related Party Transactions' from disclosing transactions with wholly owned subsidiaries.

18. Contingent Liabilities

Sport Ireland is involved in a small number of legal proceedings as follows:

Section 34(2) of the Sport Ireland Act 2015 provided that legal proceedings relating to the National Sports Campus Development Authority (NSCDA now dissolved) would be continued, with the substitution in the proceedings of Sport Ireland, in so far as they so relate, for the Authority. Accordingly, Sport Ireland has commitments and contingent liabilities in relation to legal costs and potential exposure in relation to claims as follows:

In 2010, in its ruling on the legal proceedings concerning the non-payment of a VAT invoice issued by the former Campus Stadium Ireland Development Company on the creation of the lease on the National Aquatic Centre, the Supreme Court awarded costs in the matter against NSCDA. In June 2013, Dublin Waterworld Limited (DWW) then initiated legal proceedings in the Commercial Court against NSCDA seeking damages pursuant to the VAT proceedings referred to above (i.e. on foot of the actions taken by Campus Stadium Ireland Development/NSCDA to recover VAT on the lease of the NAC).

Sport Ireland made a full provision for its expected legal costs in relation to this case but did not provide for the claim for damages as the outcome of the case was uncertain at the time and the costs could not be reliably estimated. In 2017, the High Court ruled in favour of NSCDA (now Sport Ireland) in this case taken by Dublin Waterworld Limited (DWW), in which that company had sought damages pursuant to the VAT proceedings referred to above.

In 2019 the Plaintiff initiated an appeal process disputing the 2017 High Court ruling. Following this, in July 2019 Ms Justice Irvine gave judgment on behalf of the three member Court of Appeal upholding the

Notes to the Financial Statements

For the year ended 31 December 2021

essential part of the 2017 decision of the High Court, in that it found that the Board of CSID was justified in issuing the proceedings it did to seek to recover VAT from DWW. The Court of Appeal subsequently awarded NSCDA/Sport Ireland the costs of the appeal and Sport Ireland continue to consult with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media in relation to the award of costs issue and the pursuance of same from the plaintiff. On this basis, no provision for any further costs in relation to this matter has been made by Sport Ireland as currently, no contingent liability exists.

Note: 'CSID' refers to Campus Stadium Ireland Development Ltd, the legal precursor to the National Sports Campus Development Authority (NSCDA).

The Board has been notified of a contractual claim in relation to The Courtyard Office capital project. The Board disputes the validity of the claim and Sport Ireland continue to negotiate the final account with the contractor under their terms of the contract and hope to resolve this matter in 2022.

Sport Ireland Facilities DAC, a subsidiary of Sport Ireland is also involved in a number of legal cases taken by customers in relation to incidents, which occurred in the facilities as operated by the company. The estimated list of claims outstanding at year end as provided by the insurance providers of Sport Ireland Facilities DAC amounted to €258,500. This amount has been fully provided for in the 2021 financial statements of Sport Ireland Facilities DAC.

19. Commitments

Under a Sports Partnership Strategy for the development of the field-sport elements of the Campus Master Plan, Sport Ireland has entered into separate agreements with the GAA, FAI, Hockey Ireland and IRFU whereby Sport Ireland, subject to certain conditions, is committed to granting 99 year leases on certain of its lands (as identified in the Master Plan), at peppercorn rents, to the bodies concerned. The agreements also commit to the provision of matching funding up to €500,000 for the development by each of the bodies of these facilities, totalling €2 million, of which €1,450,000 was paid to the sports bodies up to 31 December 2021.

Capital Commitments:

An amount of €6,594,336 has arisen as a result of contractual commitments for construction works on the Sport Ireland Campus facilities in 2020.

20. Events After the Reporting Date

No other significant events were noted since the year end.

Notes to the Financial Statements

For the year ended 31 December 2021

21. Approval of the financial statements

The financial statements were approved by the Board of Sport Ireland on the 5th of April 2022.

27. Appendices

Appendix A – COVID-19 Funding to NGB's

Organisation	2021 Payments
GAA	20,000,000
IRFU	18,000,000
FAI	19,000,000
Golf Ireland / CGI	900,000
Cricket Ireland	1,500,000
Gymnastics Ireland	500,000
Basketball Ireland	1,010,000
Horse Sport Ireland	500,000
Athletics Ireland	650,000
GAA Handball	100,000
The Camogie Association	500,000
Swim Ireland	425,000
Irish Sailing Association	350,000
Irish Athletic Boxing Association	510,000
Badminton Ireland	330,000
Hockey Ireland	350,000
Triathlon Ireland	311,000
Rowing Ireland	185,000
Motorsport	320,000
Irish Martial Arts Commission	440,000
National Community Games	150,000
Archery Ireland	89,000

Student Sport Ireland	100,000
Irish Orienteering Association	20,000
Volleyball Ireland	200,000
Irish Underwater Council/Diving Ireland	120,000
Fencing Ireland	75,000
Motor Cycling Ireland	50,000
Irish Surfing Association	20,000
Bowling League of Ireland	40,000
Canoeing Ireland	118,000
ONAKAI	25,000
Irish Squash	185,000
Olympic Handball	40,000
Racquetball Association of Ireland	25,000
Irish Judo Association	70,000
Weightlifting Ireland	23,000
Irish Taekwondo Association	25,000
American Football	18,000
Tug Of War	22,000
Table Tennis	10,000
Angling Council	10,000
Rugby League Ireland	35,000
Bol Chumann na hÉireann	15,000
Federation of Irish Sport	14,000
Special Olympics	500,000
Irish Wheelchair Association	142,000

Paralympics Ireland	65,000
Vision Sports	50,000
Age & Opportunity	100,000
Cara	80,000
Ireland Active	3,200,000
Carlow	79,750
Cavan	85,490
Clare	100,844
Cork	192,030
Donegal	68,200
Dublin City	69,000
Dun Laoighre Rathdown	44,600
Fingal	40,600
Galway	98,000
Kerry	76,000
Kildare	82,750
Kilkenny	43,000
Laois	69,972
Leitrim	82,600
Limerick	204,665
Longford	76,000
Louth	44,600
Mayo	123,353
Meath	35,800
Monaghan	14,850

Offaly	33,800
Roscommon	25,950
Sligo	104,991
South Dublin	28,800
Tipperary	71,300
Wexford	76,000
Waterford	32,455
Westmeath	54,840
Wicklow	39,760
Overall Total	73,617,000

Appendix B – High Performance Funding Allocation

2021 Payments	Allocation	Additional Current	Budget	Jan- 21	Feb-21	Total '21 payments
Athletics Ireland	840,000.00	105,000.00	945,000.00	0.00	0.00	945,000.00
Badminton Ireland	160,000.00	12,000.00	172,000.00	0.00	120,000.00	172,000.00
Canoeing Ireland	50,000.00	37,500.00	87,500.00	0.00	37,500.00	87,500.00
Golf Ireland	450,000.00	30,000.00	480,000.00	0.00	0.00	480,000.00
Cricket Ireland	200,000.00	400,000.00	600,000.00	0.00	0.00	600,000.00
Cycling Ireland	440,000.00	20,000.00	460,000.00	0.00	0.00	460,000.00
Gymnastics Ireland	230,000.00	110,000.00	340,000.00	0.00	0.00	340,000.00
Hockey Ireland	730,000.00	277,000.00	1,007,000.00	0.00	547,500.00	1,007,000.00
Horse Sport Ireland	690,000.00	245,000.00	935,000.00	0.00	0.00	935,000.00
Irish Athletic Boxing Association	770,000.00	100,000.00	870,000.00	0.00	577,500.00	870,000.00
Irish Clay Target Shooting	30,000.00	0.00	30,000.00	0.00	0.00	30,000.00
Irish Judo Association	70,000.00	62,455.00	132,455.00	0.00	0.00	132,455.00
Irish Rugby Football Union	300,000.00	220,000.00	520,000.00	0.00	0.00	520,000.00
Irish Sailing Association	800,000.00	100,000.00	900,000.00	0.00	0.00	900,000.00
Irish Taekwondo Union	50,000.00	35,000.00	85,000.00	0.00	0.00	85,000.00
Paralympics Ireland	700,000.00	248,000.00	948,000.00	0.00	525,000.00	948,000.00
Pentathlon Ireland	290,000.00	0.00	290,000.00	0.00	217,500.00	290,000.00

Rowing Ireland	620,000.00	270,000.00	890,000.00	0.00	0.00	890,000.00
Snow Sports (CEO Paper June)	25,000.00	0.00	25,000.00	0.00	0.00	25,000.00
Swim Ireland	630,000.00	95,000.00	725,000.00	0.00	472,500.00	725,000.00
Tennis Ireland	200,000.00	5,000.00	205,000.00	0.00	150,000.00	205,000.00
Triathlon Ireland	250,000.00	0.00	250,000.00	0.00	0.00	250,000.00
OFI	0.00	215,000.00	215,000.00	0.00	0.00	215,000.00
Total	8,525,000.00	2,586,955.00	11,111,955.00	0.00	2,647,500.00	11,111,955.00

Appendix C – NGBs

	2021 Payments	Total '21 pmts
	Special Olympics Ireland	1,418,000.00
1	Athletics Ireland	1,030,000.00
2	Swim Ireland	990,000.00
3	Horse Sport Ireland	952,000.00
4	Basketball Ireland	808,000.00
5	Irish Amateur Boxing Association	518,000.00
7	Ladies Gaelic Football Association	495,000.00
8	Cricket Ireland	498,000.00
9	Tennis Ireland	460,000.00
0	The Camogie Association	462,000.00
11	Cycling Ireland	438,000.00
12	Irish Sailing Association	428,000.00
13	Badminton Ireland	390,000.00
14	Gymnastics Ireland	358,000.00
15	Irish Hockey Association	358,000.00
16	Goff Ireland	470,000.00
17	Rowing Ireland	335,000.00
18	Irish Wheelchair Association Sport	303,000.00
19	Canoeing Ireland	275,000.00
20	National Community Games	269,000.00
21	Mountaineering Ireland	250,000.00
22	Triathlon Ireland	243,000.00
23	Volleyball Association of Ireland	228,000.00
24	Irish Squash	215,000.00
25	Motor Sport Ireland	198,000.00
26	Irish Table Tennis Association	145,000.00
27	GAA Handball Ireland	110,000.00
28	Irish Judo Association	100,000.00
29	Irish Surfing Association	80,000.00
30	Pitch and Putt Union of Ireland	80,000.00
31	Irish Underwater Council (Diving Ire)	93,000.00
32	ROI Billiards & Snooker Association	75,000.00
33	Irish Deaf Sports Association	65,000.00
34		

35	Irish Orienteering Association	65,000.00
36	Irish Martial Arts Commission	63,000.00
37	Irish Fencing Federation	70,000.00
38	Irish Clay Target Shooting Association	48,000.00
39	Irish Olympic Handball Association	63,000.00
40	Motor Cycling Ireland	48,000.00
41	Vision Sports Ireland	66,000.00
42	Irish Tug of War Association	55,000.00
43	Irish Tenpin Bowling Association	37,000.00
44	Bol Chumann na hÉireann	32,000.00
45	Bowling League	32,000.00
46	Irish American Football Association	32,000.00
47	Weightlifting Ireland	47,000.00
48	Irish Waterski & Wakeboard Federation	27,000.00
49	Baton Twirling Sport Association of Ireland	25,000.00
50	Irish Amateur Wrestling Association	25,000.00
51	Irish Taekwondo Union	40,000.00
52	Racquetball Association of Ireland	25,000.00
53	Angling Council of Ireland	20,000.00
54	Pentathlon Ireland	20,000.00
55	Rugby League Ireland	32,000.00
56	Speleological Union of Ireland	20,000.00
57	Croquet Association of Ireland	10,000.00
58	Irish Ice Hockey Association	10,000.00
59	ONAKAI	10,000.00
60	Archery Ireland	27,000.00
61	Golf	25,000.00
	Total	14,111,000.00

Appendix D – LSPs

2021 Payments	Total '21 pmts
Carlow	228,164.00
Cavan	280,579.00
Clare	458,516.00
Cork	521,407.00
Donegal	349,228.00
Dublin City	411,633.00
Dun Laoghaire Rathdown	332,044.00
Fingal	332,083.00
Galway	359,891.00
Kerry	245,051.00
Kildare	352,528.00
Kilkenny	420,400.00
Laois	285,721.00
Leitrim	230,276.00
Limerick	433,356.00
Longford	263,231.00
Louth	275,375.00
Mayo	354,612.00
Meath	543,499.00
Monaghan	203,343.00
Offaly	296,039.00
Roscommon	228,235.00
Sligo	353,901.00
South Dublin	329,480.00
Tipperary	375,611.00
Waterford	391,564.00
Westmeath	221,116.00
Wexford	311,647.00
Wicklow	297,789.00
Total	9,686,319.00

Appendix E – Carding Scheme

NGB	Athlete	Category	Paid to Date
Athletics Ireland	Thomas Barr	Podium	40,000.00
Athletics Ireland	Ciara Mageean	Podium	40,000.00
Athletics Ireland	Brendan Boyce	Podium	40,000.00
Athletics Ireland	Mark English	World Class	20,000.00
Athletics Ireland	Fionnuala McCormack	World Class	20,000.00
Athletics Ireland	Leon Reid	World Class	20,000.00
Athletics Ireland	Alex Wright	International	12,000.00
Athletics Ireland	Phil Healy	International	12,000.00
Athletics Ireland	Marcus Lawler	International	12,000.00
Athletics Ireland	Women's 4 x 100m Relay	International	12,000.00
Athletics Ireland	Michelle Finn	International	12,000.00
Athletics Ireland	Kevin Seaward	International	12,000.00
Athletics Ireland	Paul Pollack	International	12,000.00
Athletics Ireland	Stephen Scullion	International	12,000.00
October HP Paper 7			22,000.00
Transition Sport: Athletics Ireland			298,000.00

Badminton Ireland (Para)	Niall McVeigh	World Class	20,000.00
Badminton Ireland	Chloe Magee	World Class	20,000.00
Badminton Ireland	Sam Magee	World Class	20,000.00
Badminton Ireland	Nhat Nguyen	International	12,000.00
Badminton Ireland	Joshua Magee	International	8,000.00
Badminton Ireland	Paul Reynolds	International	8,000.00
Transition Sport: Badminton Ireland			88,000.00
Canoeing Ireland	Jennifer Egan	World Class	20,000.00
Canoeing Ireland (Para)	Patrick O'Leary	World Class	20,000.00
Canoeing Ireland	Liam Jegou	International	20,000.00
Canoeing Ireland	Robert Hendrick	International	12,000.00
Canoeing Ireland	Jake Cochrane	International	8,000.00
Canoeing Ireland			80,000.00
Cycling Ireland	Felix English	World Class	20,000.00
Cycling Ireland	Lydia Boylan	World Class	20,000.00
Cycling Ireland	Lydia Gurley	World Class	20,000.00
Cycling Ireland	Mark Downey	World Class	20,000.00
Cycling Ireland	Kelly Murphy	World Class	20,000.00

Cycling Ireland	Shannon McCurley	World Class	20,000.00
Cycling Ireland	Emily Kay	World Class	20,000.00
Cycling Ireland	Marc Potts	International	12,000.00
Cycling Ireland	Fintan Ryan	International	12,000.00
Cycling Ireland	Lara Gillespie	International	12,000.00
Cycling Ireland	Mia Griffin	International	12,000.00
Cycling Ireland	Jack Murphy	International	12,000.00
Cycling Ireland	Ben Healy	International	12,000.00
Cycling Ireland	Alice Sharpe	International	12,000.00
Cycling Ireland (Para)	Katie George Dunlevy & Eve McCrystal	Podium	60,000.00
Cycling Ireland (Para)	Martin Gordon & Eamonn Byrne	World Class	30,000.00
Cycling Ireland (Para)	Ronan Grimes	Podium	40,000.00
Cycling Ireland (Para)	Richael Timothy	World Class	20,000.00
Cycling Ireland (Para)	Damien Vereker & Pilot	International	18,000.00
Cycling Ireland (Para)	Gary O'Reilly	World Class	20,000.00
Cycling Ireland (Para)	Declan Slevin	International	12,000.00
Cycling Ireland (Para)	Chris Burns	International	12,000.00
Transition Sport: Cycling Ireland			436,000.00

Gymnastics Ireland	Rhys McClenaghan	Podium	40,000.00
Gymnastics Ireland	Adam Steele	International	12,000.00
Gymnastics Ireland	Women's Senior Panel (Emma Slevin, Megan Ryan, Jane Heffernan, Kate Molloy, Blathnaid Higgins)	Pool Funding	40,000.00
Transition Sport: Gymnastics Ireland			92,000.00
Irish Athletic Boxing Association	Kellie Harrington	Podium	40,000.00
Irish Athletic Boxing Association	Kurt Walker	Podium	40,000.00
Irish Athletic Boxing Association	Michaela Walsh	Podium	40,000.00
Irish Athletic Boxing Association	Aoife O'Rourke	Podium	40,000.00
Irish Athletic Boxing Association	Grainne Walsh	World Class	20,000.00
Irish Athletic Boxing Association	Michael Nevin	World Class	10,000.00
Irish Athletic Boxing Association	Brendan Irvine	World Class	20,000.00
Irish Athletic Boxing Association	Amy Broadhurst	World Class	20,000.00
Irish Athletic Boxing Association	Christina Desmond	World Class	20,000.00
Irish Athletic Boxing Association	Kieran Molloy	International	12,000.00
Irish Athletic Boxing Association	Kiril Afanasev	International	12,000.00
Irish Athletic Boxing Association	Emmet Brennan	International	20,000.00

Irish Athletic Boxing Association	George Bates	International	12,000.00
Irish Athletic Boxing Association	Aidan Walsh	International	20,000.00
Irish Athletic Boxing Association	Gabriel Dossen	International	8,000.00
Irish Athletic Boxing Association			334,000.00
Irish Clay Target Shooting Association	Aoife Gormally	World Class	20,000.00
Irish Clay Target Shooting Association			20,000.00
Irish Judo Association	Benjamin Fletcher	World Class	20,000.00
Irish Judo Association	Megan Fletcher	World Class	20,000.00
Irish Judo Association	Nathon Burns	World Class	20,000.00
Irish Judo Association	Eoin Fleming	International	12,000.00
Irish Judo Association	Joshua Green	International	12,000.00
Irish Judo Association			84,000.00
Irish Sailing Association	Annalise Murphy	World Class	20,000.00
Irish Sailing Association	Ryan Seaton	International	12,000.00
Irish Sailing Association	Finn Lynch	International	12,000.00
Irish Sailing Association	Aoife Hopkins	International	12,000.00
Irish Sailing Association	Seafra Guilfoyle	International	12,000.00
Irish Sailing Association	Liam Glynn	International	12,000.00

Irish Sailing Association	Robert Dickson	International	12,000.00
Irish Sailing Association	Sean Waddilove	International	12,000.00
Irish Sailing Association	Ewan McMahon	International	12,000.00
Irish Sailing Association (CEO paper June)	Robert Dickson & Sean Waddilove		16,000.00
Transition Sport: Irish Sailing Association			132,000.00
Irish Taekwondo Union	Jack Woolley	World Class	20,000.00
Irish Taekwondo Union			20,000.00
Paralympics Ireland (Athletics)	Jason Smyth	Podium	40,000.00
Paralympics Ireland (Athletics)	Michael McKillop	Podium	40,000.00
Paralympics Ireland (Athletics)	Niamh McCarthy	Podium	40,000.00
Paralympics Ireland (Athletics)	Greta Streimikyte	World Class	20,000.00
Paralympics Ireland (Athletics)	Patrick Monahan	World Class	20,000.00
Paralympics Ireland (Athletics)	Jordan Lee	World Class	20,000.00
Paralympics Ireland (Athletics)	Orla Comerford	International	12,000.00
Paralympics Ireland (Athletics)	David Leavy	International	12,000.00
Paralympics Ireland (Athletics)	Mary Fitzgerald	International	12,000.00
Paralympics Ireland (Swimming)	Ellen Keane	Podium	40,000.00
Paralympics Ireland (Swimming)	Nicole Turner	Podium	40,000.00

Paralympics Ireland (Swimming)	Barry McClements	International	12,000.00
Paralympics Ireland (Swimming)	Patrick Flanagan	International	12,000.00
Paralympics Ireland (Swimming)	Jonathon McGrath	International	12,000.00
Paralympics Ireland (Swimming)	Roisin Ni Riain	International	12,000.00
Transition Sport: Paralympics Ireland			344,000.00
Pentathlon Ireland	Arthur Lanigan O'Keeffe	Podium	40,000.00
Pentathlon Ireland	Natalya Coyle	Podium	40,000.00
Pentathlon Ireland	Sive Brassil	International	12,000.00
Pentathlon Ireland			92,000.00
Rowing Ireland	Paul O'Donovan	Podium	40,000.00
Rowing Ireland	Gary O'Donovan	Podium	40,000.00
Rowing Ireland	Fintan McCarthy	Podium	40,000.00
Rowing Ireland	Sanita Puspure	Podium	40,000.00
Rowing Ireland	Phil Doyle	Podium	40,000.00
Rowing Ireland	Ronan Byrne	Podium	40,000.00
Rowing Ireland	Aifric Keogh	World Class	20,000.00
Rowing Ireland	Emily Hegarty	World Class	20,000.00
Rowing Ireland	Aileen Crowley	World Class	20,000.00

Rowing Ireland	Monika Dukarska	World Class	20,000.00
Rowing Ireland	Tara Hanlon	World Class	20,000.00
Rowing Ireland	Eimear Lambe	World Class	20,000.00
Rowing Ireland	Fiona Murtagh	World Class	20,000.00
Rowing Ireland	Daire Lynch	World Class	20,000.00
Rowing Ireland	Women's Light weight Project (Aoife Casey, Maraget Creman & Lydia Heaphy)	International	24,000.00
Transition Sport: Rowing Ireland			424,000.00
Swim Ireland	Oliver Dingley	World Class	20,000.00
Swim Ireland	Shane Ryan	World Class	20,000.00
Swim Ireland	Clare Cryan	World Class	20,000.00
Swim Ireland	Mona McSharry	International	12,000.00
Swim Ireland	Tanya Watson	International	12,000.00
Swim Ireland	Conor Ferguson	International	12,000.00
Swim Ireland	Jordan Sloan	International	12,000.00
Swim Ireland	Brendan Hyland	International	12,000.00
Swim Ireland	Darragh Greene	International	12,000.00
Swim Ireland	Niamh Coyne	International	12,000.00

Swim Ireland	Jack McMillan	International	12,000.00
Swim Ireland	400m Men Medley Relay	International	12,000.00
Swim Ireland	800m Men Freestyle Relay	International	12,000.00
Swim Ireland	Danielle Hill	International	12,000.00
Swim Ireland	Mixed Medley Relay	International	12,000.00
Swim Ireland	Eoin Corby	International	8,000.00
Swim Ireland	Calum Bain	International	8,000.00
Transition Sport: Swim Ireland			220,000.00
Table Tennis Ireland (Para)	Colin Judge	International	12,000.00
Table Tennis Ireland (Para)			12,000.00
Triathlon Ireland	Russell White	World Class	20,000.00
Triathlon Ireland	Carolyn Hayes	World Class	20,000.00
Triathlon Ireland	Con Doherty	International	12,000.00
Triathlon Ireland	Donnacha McCarthy	International	12,000.00
Triathlon Ireland	Maeve Gallagher	International	8,000.00
Triathlon Ireland			72,000.00
TOTAL Carding paid directly to Athletes 2021			2,748,000.00

Badminton Ireland			25,000.00
Cycling Ireland			55,875.00
Irish Athletic Boxing Association			9,000.00
Irish Judo Association			12,500.00
Irish Sailing Association			21,500.00
Paralympics Ireland			67,000.00
Pentathlon Ireland			20,000.00
Rowing Ireland			12,500.00
Swim Ireland			12,500.00
Hockey Ireland			30,000.00
TOTAL Carding paid directly to NGB's 2021			265,875.00
Total Carding			3,013,875.00

Appendix F – Women In Sport Grants

2021 Payments	Total '21 pmts
Angling Council	10,000.00
Athletics Ireland	80,000.00
Badminton Ireland	30,000.00
Basketball Ireland	70,000.00
Canoeing Ireland	50,000.00
Cricket Ireland	40,000.00
Croquet Association of Ireland	5,000.00
Cycling Ireland	78,000.00
Diving Ireland	15,000.00
Fencing Ireland	12,000.00
GAA Handball	15,000.00
Gymnastics Ireland	75,000.00
Hockey Ireland	75,000.00
IRFU	115,000.00
Irish Athletic Boxing Association	50,000.00
Irish Judo Association	30,000.00
Irish Martial Arts Commission	11,500.00
Irish Olympic Handball Association	30,000.00
Irish Sailing	44,000.00
Irish Squash	15,000.00
Irish Surfing	10,200.00
Irish Tug of War	15,000.00
Irish Waterski & Wakeboard Federation	15,000.00

Irish Wheelchair Association - Sport	45,000.00
Ladies Gaelic Football Association	49,000.00
Motorsport Ireland	35,000.00
Mountaineering Ireland	40,000.00
National Community Games	25,000.00
ONAKAI	10,000.00
Paralympics Ireland & CARA	10,000.00
Rowing Ireland	70,000.00
Rugby League	10,000.00
Swim Ireland	80,000.00
Tennis Ireland	75,000.00
Table tennis	15,000.00
The Camogie Association	40,000.00
Triathlon Ireland	75,000.00
Volleyball Association of Ireland	40,000.00
Golf Ireland	67,500.00
Speleological Union	1,700.00
Student Sport	35,000.00
Racquetball	3,500.00
Vision Sports	10,000.00
American Football Ireland	10,000.00
Weightlifting Ireland	10,000.00
Carlow	10,000.00
Cavan	2,100.00

Clare	13,700.00
Cork	8,400.00
Donegal	5,000.00
Dublin City	14,500.00
Dun Laoighre	5,000.00
Fingal	12,000.00
Galway	10,000.00
Kildare	12,000.00
Kilkenny	6,000.00
Laois	11,000.00
Leitrim	10,000.00
Limerick	10,000.00
Longford	8,400.00
Louth	6,000.00
Mayo	15,000.00
Meath	19,200.00
Monaghan	5,000.00
Offaly	5,000.00
Roscommon	6,400.00
Sligo	19,200.00
South Dublin	12,000.00
Tipperary	6,200.00
Waterford	7,000.00
Westmeath	5,900.00
Wexford	5,000.00

Wicklow	15,000.00
Total	1,912,400.00

Appendix G – Youth Field Sports Grants

2021 Payments	Total '21 pmts
IRFU	2,250,843.00
FAI	5,800,000.00
GAA	2,419,653.00
Aviva Stadium Loan (FAI)	2,544,600.00
Total	13,015,096.00

Appendix H – Growth

Appendix H Grants	Growth in Grant Expenditure / Analysis of Grants 2013-2021									
	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
	'000	'000	'000	'000	'000	'000	'000	'000	'000	'000
International Carding Scheme	1,623	1,554	1,548	1,788	1,767	1,920	1,931	2,460	3,014	17,605
National Governing Bodies of Sport	10,860	10,772	10,859	10,813	11,236	11,098	12,817	13,615	14,111	106,181
Federation of Irish Sport	100	100	100	100	100	100	100	115	115	930
Local Sports Partnerships	5,060	4,878	4,993	5,431	5,757	5,824	7,027	7,716	9,686	56,372
Youth Field Sports	7,606	7,226	7,225	7,226	7,226	8,077	5,898	12,185	13,015	75,685
Gaelic Players Association Men	900	900	900	900	1,600	2,300	3,000	3,000	2,850	16,350
Gaelic Players Association Women	-	-	-	-	500	500	700	700	2,136	4,536
Older People and Sport	608	608	608	608	608	608	608	608	608	5,470
Irish Special Schools Sport	25	25	25	25	25	25	25	25	25	225
Student Sport Ireland	50	50	50	50	50	50	60	70	75	505
Recreational Sports	38	50	40	-	-	-	40	40	40	248
Paralympics Ireland	310	498	325	615	375	398	400	600	400	3,921
Olympic Federation of Ireland	397	451	354	520	277	475	420	620	420	3,934
Team Ireland Golf Trust	164	170	200	200	200	200	440	275	-	1,849
Morton Stadium Grant	150	150	150	150	150	150	150	150	150	1,350
Grants under High Performance	6,593	7,498	6,556	7,301	7,306	8,935	9,358	9,445	11,112	74,104
Performance Review Grant	-	-	-	103	-	-	-	-	-	103
University of Limerick- 50 Metre Pool	300	300	300	300	300	300	300	300	299	2,699
Women's Participation in Sport	954	953	971	971	972	972	1,638	1,641	1,912	10,983
Ladies Soccer Team	-	-	-	-	-	-	148	-	-	148
Institute of Sport PEP's Grants	1	15	8	-	-	-	-	-	-	24
Cycling Series Grant	90	90	115	115	-	4	-	-	-	414
Get Ireland Active	-	-	80	-	-	-	-	-	-	80
Bike4Life	-	-	-	15	-	-	-	-	-	15
Opeartion Transformation	-	-	32	-	17	-	-	-	-	49
Great Dublin Bike Ride	-	-	247	218	117	115	115	-	-	812
Campus Capital Grants	871	650	650	676	650	871	932	914	2,786	9,000
Sports Partnership Grants	-	433	517	25	-	475	-	-	-	1,450
Sport Ireland Facilities Operational Grant	1,175	950	1,200	1,320	2,095	2,095	2,175	6,260	5,490	22,760

Irish Open	-	1,200	-	250	-	1,250	-	-	2,200	4,900
Covid	-	-	-	-	-	-	-	88,499	73,617	162,116
										-
Total:	37,875	39,521	38,053	39,719	41,327	46,742	48,281	149,237	144,061	584,815



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Sport Ireland Facilities DAC Annual Report
Financial Year Ended 31 December 2021

Table of Contents:

- 1. Vision 3
- 2. Chairperson’s Statement 4
- 3. Chief Operating Officer’s Report..... 5
- 4. Board of Directors 6
- 5. Senior Management Team 8
- 6. Protected Disclosures Annual Report 9
- 7. Sport Ireland Facilities DAC Compliance 10
- 8. Promoting Diversity and Inclusion 13
- 9. Financial Statements 14

Vision

The Company's vision is:

To be the beating heart of Irish sport and the jewel in the Irish sporting landscape

- *The home of Irish sport*
- *A vibrant hub of daily activity*
- *An iconic venue to be proud of*
- *Hosting great events (both performance and recreational)*

Mission

To develop a Campus that becomes the heartbeat of Irish sport where performance, participation and recreational sport live side by side in an inspirational venue that hosts great events and is a home for the sporting community

Values

The Company's values are:

Excellence: We will set the standard in service delivery, through a commitment to excellence, innovation and continuous improvement

Respect: We acknowledge and respect the differences in each other. We will provide a safe and supportive environment in which all customers and staff are valued, and are encouraged to engage in open two-way communication

Integrity: We demonstrate honesty, fairness and openness in all our interactions, behaviours and practices within the organisation and with our customers, stakeholders and the wider community

Customer Focus: We are committed to doing what is right for our customers. We will provide a welcoming and caring service that recognises and understands all individuals needs and offer a comprehensive and evolving range of programmes and activities.

Chairperson's Statement

Unfortunately, COVID-19 continued to have an impact on the operations of the company and on those who use the facilities on the Sport Ireland Campus throughout 2021.

The restrictions imposed to reduce the spread of the virus closed facilities on the Campus for the first 5 months of the year. High Performance athletes were allowed to train and continue their preparations for the Tokyo Olympics in many of our facilities on the Campus during this period. Despite the facilities being closed to the public, people took advantage of the time and space and we saw extraordinarily high numbers of people walking on the Campus at this time.

All activities on the Campus were carried out in compliance with Government guidelines, and this did compromise many of the products and services which we offer to our customers. AquaZone remained closed throughout the year and our Summer Camp programme was run exclusively outdoors. Gym services were also affected, with classes only resuming in a limited format in October, and the learn to academies were equally impacted.

Despite the restrictions imposed on the business, work continued on the capital maintenance programme during the year. Key projects which we commenced during the year include the refurbishment of the reception area in the NAC, the replacement of the air handling units in the NAC, replacement of the sand filters in the NAC, replacement of the halogen lights with LED lights in the NIA, replacement of the competition pool tiles in the NAC and connecting the supply of water to the NAC to water wells on site.

Following the completion of the strategic review in 2020, a Strategic Implementation plan and 5-year business plan were developed during the year. While the COVID-19 restrictions have impacted on the delivery of some of these targets, work is now underway to ensure that these will be completed.

The company continued with ongoing service level improvements across the Campus and this was recognized in 2022 with the award of Best Overall Leisure Centre Award at the National Quality Standards Awards. This is the second successive year that this award has been received by the company.

Finally, I would like to thank all of the team at Sport Ireland Facilities DAC for their efforts in what was another extraordinarily challenging year, and also thank Sport Ireland as well as my colleagues on the Board of the company for their ongoing efforts throughout the year.



Roger O'Connor

Chairperson

Chief Operating Officer's Report

The Company is a subsidiary of Sport Ireland and is responsible for the day-to-day management and operation of the Sport Ireland Campus facilities, including the Sport Ireland National Indoor Arena, the National Aquatic Centre, the National Horse Sport Arena, the National Diving Training Centre, the NSC synthetic and turf pitch facilities, the Campus Conference Centre and the Modern Pentathlon Centre. The Company is also responsible for the day-to-day operation of Morton Stadium, Santry and the maintenance of office accommodation for sports bodies based on the Campus.

2021 was another challenging year, with COVID-19 continuing to impact the business across several aspects.

Facilities were closed to the public for the first 5 months of the year. While high performance athletes were allowed access during this time, footfall across the Campus was severely reduced from both 2020 and 2019 levels. While income and footfall were both compromised due to the restrictions, there was no reduction in overheads due to the service provision requirements of the HP community. Membership programmes such as the gym and learning academies were closed during these first 5 months, which led to large numbers of cancellations, and we continue to rebuild and grow these numbers to pre-pandemic levels.

When facilities were allowed to re-open, there was a noticeable and understandable caution with members of the public before returning to activities. The company worked very hard at ensuring protocols were applied diligently and consistently across the Campus and I am both proud and appreciative of the efforts our employees applied in achieving this.

In addition to the challenges, we faced to our income streams, we also experienced upward pressure on our cost base. The company availed of the TWSS in 2020 but this was not available in 2021, which resulted in an increase in wages costs. Energy prices increased because of supply issues on international markets.

We continued to focus on improving the quality of assets during the year and carried out a number of projects to ensure we continue to maintain the highest standards. Some of the projects that commenced during the year include:

- Replacement of lighting in NIA with LED lights
- Implementation of UV filtration system
- Replacement of tiles in the competition pool area of the NAC
- Replacement of another 2 Air Handling Units in the NAC
- Connection of water wells to the water supply in the NAC

Finally, I would like to acknowledge the effort of the Board of the company, the management and staff for their work and contributions throughout the year. In particular, I would like to acknowledge the work and efforts of all our staff who have worked tirelessly to ensure all COVID related protocols have been adhered to at all times.

Michael Murray

Chief Operations Officer



Board of Directors

Roger O'Connor

Roger is Chair of Sport Ireland Facilities dac and is highly qualified Sports Business Leader, having attained a Bachelor of Commerce Degree and a Master of Business Administration, both from UCD. He has been a full member of the Association of Chartered Certified Accountants since 1997. He has extensive experience working in the elite professional has worked in elite professional sport, holding the positions of Managing Director and Head of Finance & Regulations at ERC, the organiser and rights holder of the Heineken Cup rugby tournament and as CFO of the newly redeveloped Curragh Racecourse Ltd. Roger's current position is Director, Commercial Affairs with ICON plc.

Caroline Murphy

Caroline is a Broadcaster and Psychologist who runs her own Communications Consultancy. She presents 'It Says in the Papers' on Morning Ireland and has many years' experience of Sports Broadcasting in both Radio and Television. She was a member of the National Sports Campus Development Authority and its representative on the High Performance Committee of the Irish Institute of Sport.

Patrick O'Connor

Patrick O'Connor is a Solicitor, Coroner, Arbitrator and Notary Public. Patrick is a member of a number of professional and regulatory bodies and associations including The Law Society of Ireland, The Chartered Institute of Arbitrators, Mental Health Tribunal, and the World Rugby, Six Nations and IRFU Disciplinary panels. Patrick has previously served as member, chairman or director of a wide range of professional, sporting and philanthropic organisations including the Board of Management of St. Louis Community School, Hope House, the Irish Association of Suicidology, the Judicial Appointments Advisory Board, the Courts Service Board and the Press Council of Ireland. He has held various offices within the Law Society of Ireland most notably as President (1998-99). Patrick was a board member of the Irish Sports Council.

Frances Kavanagh

Frances Kavanagh was a Senior Director of Sport with Special Olympics Ireland and also served as Director of Sport and Competition for the 2003 Special Olympics World Summer Games. She has served on many committees and boards representing Special Olympics at National, European and International level. She is a former Board Member and President of the Federation of Irish Sport and was a board member of the Irish Sports Council and Sport Ireland. She was previously a member of Sport Ireland's Women in Sport subcommittee.

Susan Grady

Susan is the CEO of Kildare Sports and Leisure Facilities Ltd. and she has over 30 years experience in the Irish leisure industry, both in the private and public sectors. She has previously held the position of President of Ireland Active and was up until recently a member of the Board.

Jerry Grant

Jerry Grant has a background in Civil Engineering and is an experienced Director and Executive Advisor in the Utilities and Construction sectors with 25 years at Director Level including roles as director of MC O'Sullivan Consulting Engineers (MCOS), and 10 years as Managing Director of RPS in Ireland.

Jerry has the held roles of Specialist Advisor, Head of Asset Management and Managing Director with Irish Water from 2012 to 2018. Jerry is a member of the Institute of Arbitrators and is qualified in Law & Arbitration as well as being a Chartered Fellow of Engineers Ireland.

Páraic Duffy

Páraic Duffy was the Director General of the GAA for over 10 years and has significant leadership experience in a sporting and commercial setting. He was also Chair of the GAA's Coaching and Games Development Committee and prior to his appointment as Director General, he was the GAA's player welfare officer. Previously a principal at St. Macartan's College secondary school in Co Monaghan, Páraic is now on a number of Boards.

Senior Management Team

Michael Murray	Chief Operations Officer
Liam Griffin	Sports Programme Manager
Simeon Owens	IT Manager
Marie Hehir	Finance Manager
Richard Sherlock	Health & Safety Manager
Aidan McDevitt	Marketing Manager
Joan McBrearty	HR Manager
Alan Bennett	Operations Manager, NAC
Stephen Bennett	Operations Manager, NIA
James Bardon	Asset Reliability Manager

Protected Disclosures Annual Report

Section 22 of the Protected Disclosures Act 2014 requires the publication of a report each year relating to the number of protected disclosures made in the preceding year and any actions taken in response to such disclosures.

No protected disclosures were received by the company in the reporting period up to 31st December, 2021.

Sport Ireland Facilities DAC Compliance

The company has agreed to ensure that all necessary corporate governance obligations including those for risk management, internal audit and the public spending code are complied with.

Statement on how the Board of Sport Ireland Facilities DAC Operates

- The Board is collectively responsible for leading and directing the company's activities. While the Board may delegate particular functions to management, the exercise of the power of delegation does not absolve the Board from the duty to supervise the discharge of the delegated functions.
- The Board fulfils key functions, including: reviewing and guiding strategic direction and major plans of action, risk management policies and procedures, annual budgets and business plans, setting performance objectives, monitoring implementation and overseeing major capital expenditure decisions.
- The Board conducts its business in accordance with the Code of Governance and Business Conduct and any procedure referenced therein. The primary role of the Board shall be to decide matters of policy, finance and procedure, to analyse and review various activities of the company and its staff, to consider recommendations from Sport Ireland, Sport Ireland committees or other delegated authorities.
- The Board will at all times comply with the principle of the collective responsibility and authority of Sport Ireland Facilities DAC as a body corporate.
- The Board ensure that decisions on major items of expenditure are aligned with the medium and long terms strategies so as to ensure that such expenditure is focused on clearly defined objectives and outcomes.
- The Board shall adopt a statement of strategy for a period of 4 years ahead. Implementation of the strategy by the company shall be supported through an annual planning and budgeting cycle.
- The Board undertakes an annual self-assessment evaluation of its own performance.

Board Decision Making & Functions

The Board of the company determines from time to time a formal schedule of matters specifically reserved to it for decision to ensure that the direction and control of the organisation is firmly in the hands of the Board. The functions reserved to the Board shall include (save to the extent otherwise determined by the Board) the following matters:

- establishing the process whereby it recruits a Chief Operations Officer;
- delegation of authority to the Chief Operations Officer to perform the functions and assessment of his /

her performance;

- receiving and considering regular reports from the Chief Operations Officer on all major elements of the company's activities;
- approval of expenditure where such expenditure in any one year is expected to be more than €25,000;
- approval of all capital expenditure above a threshold of €25,000;
- approval of all strategic priorities and the terms of the strategy, business and implementation of plans prepared by staff;
- adoption of an annual budget and corporate plan;
- adoption of audit and risk management policies and monitoring and reporting;
- approval of annual reports and financial statements;
- approval of all major contracts, leases and arrangements in excess of the limits set out in the financial procedures;
- approval of amendments to the company pension scheme;
- determining the procedures to be followed at Board meetings;
- approval of significant acquisitions, disposals and retirement of assets of the company above a threshold of €25,000.

Board Evaluation

The Board carries out an annual Board Effectiveness and Evaluation Review, the outcomes of which are reviewed by the Board.

Risk Assessment

The Board has carried out a robust assessment of the principal risks facing the company. Key risks are categorised into one of the following four categories:

Strategic risk – the inability to achieve the company's strategic objectives as set out in the Strategic Plan and also, not availing of opportunities when they arise;

Operational risk – the inability to achieve the company's operational objectives including the

inability to prevent a loss as a result from inadequate internal processes and systems;

Financial risk – exposure to financial loss arising as a result of inadequate controls or the need to improve the management of the company’s financial assets;

Reputational and Compliance risk – exposure to losses arising as a result of adverse publicity, negative public image and the need to improve stakeholder relationship management. Compliance risk is the threat posed to the company’s organisational, or reputational standing resulting from violations of laws, regulations, codes of conduct or organisational standards of practise.

Risks are measured using two dimensions ie the probability of the event occurring (likelihood) and the effect on the company should the risk materialise (impact), using the process outlined in the Risk Management Policy. The key risks facing the company in 2021 were:

- Failure to address the legacy balance sheet deficit;
- The risk that staffing levels are not adequate to deliver the strategic and operational goals, as well as overseeing the board functions of the company
- The risk of noncompliance with regulations and legislation

The risk of the COVID-19 virus spreading among staff and users of the facilities as well as the financial impact of COVID-19

Promoting Diversity and Inclusion

Gender Balance in the Board membership

As at 31 December 2021, the Board had 2 female (33%) and 4 male (66%) members.

It is noted that one female director resigned on the 2nd December, 2021 and that she was replaced by another female director on the 16th February, 2022. Therefore, while the Board did not meet the Government target of a minimum of 40% representation of each gender in the membership of State Boards on the 31 December, 2021, it did meet the requirement for 49 weeks of the year.

The following measures are planned to maintain and support gender balance on this Board:

- The Board will draw Sport Ireland's attention to the Government target to achieve 40% representation of each gender in the membership of State Boards, and by extension Sport Ireland Facilities DAC when appointments and re-appointments are being considered.
- Sport Ireland will seek to formally review the gender balance on all of its Committees and the Board of Sport Ireland Facilities DAC during 2022 and will seek to appoint additional members where necessary to achieve 40% representation of each gender.