SPÓRT ÉIREANN
SPORT IRELAND

Sport Ireland
Annual Report
2022

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WHO WE ARE

Established on 1 October 2015, Sport Ireland is the statutory authority tasked with leading, advocating for and providing directed funding for 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. Sport Ireland supports the delivery of the government's National Sports Policy 2018–2027 which recognises the influence and importance of sport across Irish society. In 2022, the total current expenditure budget for Sport Ireland was €132.4 million. This includes COVID-19 funding of €15 million and Energy Support Scheme funding of €35 million.

OUR VISION

An active Ireland where everyone can enjoy the lifelong benefits of sport and physical activity.

OUR VALUES

At Sport Ireland, we take pride in our leading role in Irish sport. We strive for excellence and to deliver value for money in everything we do, and that Sport Ireland always acts with integrity, upholding the highest ethical standards. It is our goal that Sport Ireland is honest, inclusive and transparent in all its partnership and funding relationships, decisions and actions.

Our values are:


Inclusion


Integrity


Respect


Excellence


Accountability

CHAIRPERSONS STATEMENT

I was delighted and humbled to be appointed as Chairperson of Sport Ireland by the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media, Catherine Martin TD and the Minister of State for Sport and Physical Education, Thomas Byrne TD in April 2023.

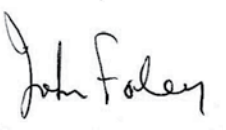
I join Sport Ireland at an exciting time, with the approval of a new five-year strategy (2023-2027) expected shortly. This will build on the progress made during the previous strategic cycle and will set out ambitious plans for Sport Ireland and the sport sector that ensure we deliver best-in-class, sporting experiences throughout the country. Moreover, the plan will highlight the overarching vision of "an active Ireland where everyone can enjoy the benefits of sport and physical activity". As Chairperson I am committed to this vision.

Sport is central to the social, cultural and community life of Ireland, with it seeing a phenomenal period of achievement of late. As a country ranked 125th in the world in terms of population, Ireland has achieved - and continues to achieve - incredible levels of success in a variety of sports.

2022 was the highest ever recorded medal achievements by Sport Ireland funded programmes at major international events. 105 major medals were won by Irish athletes and teams. In addition to this there have been many other notable successes such as our men's rugby and women's football teams on the international stage. Outside of high-performance, there have also been improvements in both participation levels and interest in sport in Ireland.

However, while sport in Ireland continues to flourish and achieve new heights, it is worth noting that sport both nationally and internationally faces a period of unprecedented change compared to the previous strategic cycle. Like all facets of society, sport in Ireland has been confronted by the lasting effects of the global COVID-19 pandemic, inflation, climate change and the UK's exit from the European Union. These factors, as well as broader social and demographic changes, present significant challenges to the sport sector.

As Chairperson of Sport Ireland, I want to ensure that the sport sector continues to rank as one of the best in the world in terms of its resilience and readiness to successfully adapt to the challenges ahead. I look forward to working with my fellow board members, the Sport Ireland Executive and all stakeholders over the years ahead.



John Foley
Chairperson, Sport Ireland



CEO STATEMENT

As the CEO of Sport Ireland, I am pleased to present this Annual Report, which highlights the progress and achievements of the organisation in 2022 and outlines our efforts in monitoring the development, funding and implementation of our programmes to promote sports, in compliance with government requirements and policies. In 2022, Sport Ireland entered into the final year of our five-year strategy (2018–2022). We continued our commitment to four key strategic pillars: Participation, Performance, High Performance and Governance. Under these pillars, we have made significant strides in creating a world-class sports sector.

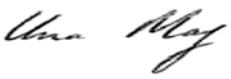
Participation remains a priority for Sport Ireland, and we have invested in areas of disadvantage, with a particular focus on teenagers and older adults who have been heavily impacted by the pandemic. Our partnership with our LSPs has been instrumental in providing national coverage for sports participation programmes and services. Through funding and collaboration, we have enabled the LSPs to deliver initiatives that allowed over 433,000 individuals to participate in locally delivered programmes in 2022.

Sport Ireland will work to achieve the increased participation and engagement targets as set out in the National Sports Policy. According to our latest research, which was conducted by Ipsos MRBI on behalf of Sport Ireland, participation in sport increased in 2022 with 43% of the population participating regularly in sport, a 3-percentage point increase since 2021.
Furthermore, we have launched campaigns and initiatives such as the Let's Get Back campaign, Her Outdoors Week and Women in Sport Week to encourage the Irish public, especially women and girls, to engage in sport and physical activity. We have also made significant progress in promoting diversity and inclusion in sport through the implementation of our Diversity and Inclusion in Sport policy, as well as collaborations with various organisations and initiatives.

We recognise the challenges faced by the sports sector due to the COVID-19 pandemic. To address these challenges, we have increased investment in NGBs and provided additional funding to support resilience and recovery efforts.

Our focus on high performance has been guided by our long-term strategy, which aims to support Ireland's potential at the highest levels of competition. In 2022, we invested over €21 million in high-performance sport, including athlete funding and support programmes. In 2022, we recorded the highest ever number of medal achievements by Sport Ireland-funded programmes at major international events. Over 100 major medals were won by Irish athletes and teams.

I am proud of the achievements of Sport Ireland in 2022, and I would like to express my gratitude to all the staff, partners and stakeholders who have contributed to our success. I would like to thank our outgoing chairperson, Kieran Mulvey, for his dedication and skill in overseeing the establishment and success of Sport Ireland.



Dr. Úna May
CEO Sport Ireland



1.
HOW WE WORK

We aim to ensure that Ireland is an active nation where people are encouraged to start and continue to participate in sport, to make progress and to achieve at the highest level.

Key to fulfilling this goal is working closely with our partners to optimise the effectiveness and impact of the agencies, people and places providing sporting opportunity.

To do this, Sport Ireland works to

- support our partners, particularly the national governing bodies (NGBs) and local sports partnerships (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 sport, and to lead national thinking on the issue;
- develop a stronger and more effective, safer, fairer sports sector with the highest standards of governance;
- increase the number and quality of the coaches, officials, administrators and volunteers;
- promote diversity and inclusion;
- optimise the impact of government investment in sport.

The Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media monitors the effective development, funding and implementation of programmes in compliance with government financial requirements and policy.

Our core partners

Sport Ireland provides support for over 100 sports organisations including 65 NGBs, 10 other funded bodies and 29 LSPs.

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 and 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. Active Disability Ireland
2. Age & Opportunity
3. Federation of Irish Sport
4. Ireland Active
5. Irish Special Schools Sports Council
6. Olympic Federation of Ireland
7. Paralympics Ireland
8. Pentathlon Ireland
9. Snowsports Association of Ireland
10. Student Sport Ireland

2022 HIGHLIGHTS

€82 million
was invested in our National Governing Bodies (NGBs)

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 achievements 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 their compliance with the Governance Code for Sport

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

>8,000
people 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 Masterplan was launched in November 2022 by Taoiseach Micheál Martin.

387
athletes received specialist support in the Sport Ireland Institute

The Institute team provided 3,662 direct service support days to 24 sports.

2.
WHAT WE DO

Sport Ireland's Statement of Strategy for 2018–2022 is based on the four key pillars of:

1. **Participation** (lifelong and inclusive sport)
2. **Performance** (playing and competing at a level appropriate to ability)
3. **High performance** (reaching Ireland's potential at the highest levels of competition)
4. **Governance** (driving 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 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 prioritising investment in areas of disadvantage, which have suffered due to the pandemic, as well as the ongoing implementation of the Participation Plan 2021–2024, Women in Sport Policy, Disability Policy, and Policy on Sport and Physical Activity in the Outdoors.

Local Sports Partnerships

Every day, in communities across the country, Sport Ireland's network of LSPs helps people get active by removing the barriers to sport and physical activity. In 2022, Sport Ireland invested €15.2 million in twenty-nine LSPs through Core, Dormant Accounts and Return to Sport funding. In response to the COVID-19 pandemic, Sport Ireland invested €1.2 million in the LSP network to support the resumption of sport and physical activity.

Thanks to this funding, every LSP now has a minimum of five 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 2022, LSPs enabled 433,554 people to participate in 1,434 locally delivered participation initiatives.

In November 2022, Sport Ireland held the national launch of the Active Cities project, funded through Dormant Accounts. The vision of Active Cities is to engage, maintain and increase the number of citizens in our cities participating in sport and physical activity, regardless of age and ability. This project is having a positive impact on LSP and local-authority relationships and collaborations. Also funded by Dormant Accounts in 2022 were a further ten community sports hubs, meaning there is now a community sports hub in every county.

Outdoors

In 2022, Sport Ireland continued to promote all developed recreational trails on the National Trails Register. In 2022, 313 trails were inspected, which brought the total number of trails on the register to 868. With support from the Healthy Ireland Fund, Sport Ireland began the eighteen-month implementation phase of a base register and digital database for sport and recreation amenities. 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.

Also in November, Embracing Ireland's Outdoors: The National Outdoor Recreation Strategy 2023–2027 was launched by the Department of Rural and Community Development. This cross-governmental and cross-organisation strategy was supported by the Outdoors Unit in collaboration with the whole outdoor sector. As a result of the Outdoor Unit's leadership and support in the strategy's development, Sport Ireland has been identified as a key leader in outdoor recreation in Ireland, and 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. (Published 2019)
2. Sport Ireland's Policy on Diversity and Inclusion in Sport. (Published 2022)
3. Sport Ireland's Policy on Participation in Sport by People with Disabilities. (Published 2017)

These policies are implemented through a range of measures undertaken directly by Sport Ireland, through the National Governing Bodies of Sport (NGBs), Local Sports Partnerships (LSPs), Paralympics Ireland, Special Olympics Ireland, Active Disability 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. Funding of €607,605 was provided to the Go for Life programme, which aims to help clubs and organisations increase opportunities for their older members to actively participate in recreational sport and a range of physical activities. Sport Ireland and the network of LSPs arranged many different initiatives such as the National BeActive Day, which encouraged people both young and old to meet their physical-activity guidelines in a fun way.

Women In Sport

In July 2021, Sport Ireland announced an investment in its Women in Sport Programme of €4 million over 2021 and 2022. This funding contributed to the implementation of over 150 Women in Sport projects and initiatives in the NGBs 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.

In 2022, €265,000 in Women in Sport funding was provided to the LSP network. There was also increased funding under Dormant Accounts and Core Funding while 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 continues to support women's sustained involvement in sport as coaches, volunteers, club members, athletes, advocates, leaders and participants from the 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. Also in June, a panel of media experts selected twelve candidates for Sport Ireland's successful media training programme targeting female pundits and analysts. Candidates attended three days of training between 18 and 23 July.

In October 2022, Sport Ireland provided support to the Shona Project, organisers of the Shine Festival. With over 2,000 girls attending in person, and up to 15,000 online, the festival was an empowering event featuring speakers on topics such as self-esteem, resilience, career, arts, wellness, mental health, sports, people, the planet and social issues. Support for the Shine Festival is part of a wider Sport Ireland project targeting teenage girls to encourage and motivate them to be more active.

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

Diversity and Inclusion

The Sport Ireland Policy on Diversity and Inclusion in Sport was published in May 2022. It expresses our vision for a sport sector that celebrates diversity, promotes inclusion and is proactive in providing opportunities for lifelong participation for everyone. The policy identifies five strategic pillars that highlight gaps and future opportunities for diversity and inclusion in sport and that guide us in our implementation of the policy. Those pillars are Change, Communication, Access, Capacity and Leadership. Twelve high-level objectives were devised under those five strategic pillars that support the delivery of the policy.

The Sport Ireland Diversity and Inclusion in Sport Advisory Group, formed in November 2022, assists, advises and provides guidance to Sport Ireland about its actions regarding the implementation of the policy and the promotion of an inclusive sports sector in Ireland.

The government's Migrant Integration Strategy 2017–2020 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 Co-ordination Committee.

Sport Ireland continued its collaboration with Sporting Pride in 2022, running an annual campaign that supports the LGBTQIA+ community. The aim of the #LetsGetVisible campaign is to acknowledge and support the importance of visibility and representation amongst the LGBTQIA+ community, focusing specifically on the sport sector. In the last quarter of 2022, Sport Ireland commenced a project to develop guidance and support for the sport sector in the area of transgender and non-binary inclusion in sport and physical activity. This project is expected to conclude in 2023.

Objective 2: Performance

National Governing Bodies

During 2020 and 2021, COVID-19 restrictions led to large-scale decreases in sporting activity 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 and Recovery Funds. This investment addressed the immediate financial and operational needs of the sector. Notwithstanding the financial support provided, a number of longer-term, more complex challenges are now emerging. The two-year hiatus in traditional sporting activities, compounded by labour-market shortages, decreased volunteer bases and historic rises in inflation, continue to challenge the sports sector.

In response, 2022 saw an additional €1.155 million being invested in NGBs, bringing the total Core Funding levels up to €15 million. This investment was complemented by further COVID-19 funding of €15 million and Energy Support Scheme funding of €35 million. Throughout 2022, the NGB Unit distributed over €82 million across twelve investment programmes such as Core Funding, Women in Sport, Dormant Accounts and Healthy Ireland. This investment ensures that NGBs and thousands of grassroots sports clubs across the country are able to 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, the Certificate in Sports Coach Development was rolled out to NGBs in 2022. The certificate 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 LSP network, hosted a series of ICOACHKIDS regional coaching conferences for coaches of children and teenagers – in Donegal, Sligo, Limerick and Waterford.

Safeguarding

Sport Ireland provides training, workshops and audits to support the NGBs in meeting their child-safeguarding and child-protection responsibilities. In 2022, over 6,500 clubs across sixty-two NGBs completed the safeguarding audit. Over 5,600 workshops were delivered through NGBs and LSPs. We also offer tutor training, and in 2022, eleven new tutors were trained to deliver basic-awareness workshops in the areas of safeguarding and child-protection.

Objective 3: High Performance

High-Performance Strategy

The Sport Ireland High Performance Strategy 2021–2032 sets 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 1–4). The strategy benefitted from increased resources in the early years of its delivery, which have 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 €21 million in high-performance sport in 2022 (including the Sport Ireland Institute). This investment included:

- €10.721 million to NGBs for the delivery of their high-performance programmes;
- €3.685 million 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 to the Olympic Federation of Ireland and Paralympics Ireland.

In addition, Sport Ireland provided funding of €1.925 million through High-Performance Impact Funding to fifteen NGBs and funded bodies in 2022. Impact Funding ensures that 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

€3.72 million 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 Olympic Federation of Ireland and Paralympics Ireland.

High performance at major international events 2022

In 2022, via 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 in history. Of these, forty-four were at senior level, with the remaining sixty-one coming from non-senior events (U23/junior/youth level). The high-performance system delivered eight medals at world championships in Olympic sports and twelve medals at world championships in Paralympic sports. The 2022 performance results are a key indicator of progression within the high-performance system, which is accelerated by increased investment.



TOTAL MEDALS

33	28	44
GOLD MEDALS	SILVER MEDALS	BRONZE MEDALS

SENIOR LEVEL

17	11	16
GOLD MEDALS	SILVER MEDALS	BRONZE MEDALS

NON-SENIOR (U23/JUNIOR/YOUTH LEVEL)

16	17	28
GOLD MEDALS	SILVER MEDALS	BRONZE MEDALS

Across the Paris 2024 Cycle, 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 government's Sports Action Plan 2021–2023.

Objective 4: Governance

Anti-doping

Sport Ireland operates the Irish sport anti-doping programme, which is part of an international system of testing. In 2022, the Sport Ireland Anti-Doping Unit completed 1,415 blood and urine tests, on samples collected from twenty-seven different sports.

With a national and international reputation for excellence – which is important for Irish sports and athletes competing at the highest levels, domestically and internationally – the unit operates at the highest standard, as evidenced by the maintenance of ISO certification following an audit in October 2022.

The unit continues to make progress in the areas of testing, education and research, and continues to increase the number of tests in certain sports. It plays an influential leadership role at National Anti-Doping Organizations (NADO) and World Anti-Doping Agency (WADA) meetings as a strong voice for clean and ethical sport. Sport Ireland was deemed compliant with the WADA Code in 2022, and also contributed to the Council of Europe's Monitoring Group of the Anti-Doping Convention and its advisory groups on education and science.

Governance Code for Sport

The National Sports Policy 2018–2027 required that all funded bodies adopt the Governance Code for Sport by 31 December 2021 (Action 31). At the end of 2022, ninety-two of the 100 organisations within the sport sector have self-declared their 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 their leadership and membership to take ownership and accountability for embedding recommended practices or dealing with particular governance challenges. Sport Ireland has engaged with some organisations via a liaison process that continues into 2023 and assists with a more structured approach to the embedding good governance aligned to the code.

Organisational Development and Change

Sport Ireland continued to offer further support to organisations under the Gov-Enhance Governance Support Programme in 2022. Seventeen key events took place, and the programme culminated with the delivery of the Sport Ireland 2022 Annual Governance Conference in November, which was attended by over 130 participants.

The focus of the 2022 conference was 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: its governing board. Minister Jack Chambers TD addressed the conference, and there were contributions and insights on the day from the business, voluntary, charity and sport sectors.

Women in Sport Leadership

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

FAI Oversight

The Memorandum of Understanding (MOU) between the then Minister for Transport, Tourism & Sport and the FAI 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 in 2020 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 met a total of 12 times by the end of 2022. From 2020 to the end of 2022, 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 Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media and Department officials are kept informed of progress.

Sport Ireland Campus

In November 2022, the Government reaffirmed its commitment to the phased delivery of the Sport Ireland Campus and approved a new masterplan 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.

Footfall	2022	2021	2020	2019
National Aquatic Centre	799,681	262,390	317,976	1,045,660
Synthetic Pitches	103,172	68,540	81,536	107,101
National Indoor Arena	462,748	111,823	171,850	456,412
Total	**1,365,601**	**442,753**	**571,362**	**1,609,173**

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

Sport Ireland will need to grow our staffing and capacity to embrace the next stage of our development and deliver the expected services to the sports sector and the Irish public. Sport Ireland's ability to recruit and retain staff is impacted by a competitive labour market and is governed by Public Service limits and structures for recruitment and employment.

CASE STUDY

It's My Time

It's My Time is an award-winning campaign from Sport Ireland, targeted at women over forty who feel like there's just not enough time to add movement, exercise and their favourite pastimes into their day-to-day lives. This campaign was part of the new Sport Ireland Diversity and Inclusion in Sport policy, with its vision of a sport sector that celebrates diversity, promotes inclusion and is proactive in providing opportunities for lifelong participation for everyone.

Repeated studies, including Sport Ireland's Irish Sport Monitor, have shown that women over forty, particularly those from disadvantaged communities, are amongst the least likely to be physically active or play sport.

The key findings, which were instrumental in the development of this campaign, were as follows:

- Nearly half (49 per cent) of all Irish women over the age of forty do not prioritise physical exercise.
- Only 28 per cent of women over forty believe they meet the World Health Organization's recommended exercise guidelines of thirty minutes of exercise five days a week.
- The leading barriers to exercise are being too tired (64 per cent), a lack of time (41 per cent), a preference to do other things (36 per cent) and injury or disability (31 per cent).

CAMPAIGN OVERVIEW

The It's My Time campaign launched on Wednesday, 23 November 2022. The launch day featured a number of excellent initiatives including:

- immersive videos;
- radio advertisements;
- print media;
- digital display ads;
- a national press release;
- national and regional radio interviews with Nora Stapleton, Women in Sport lead with Sport Ireland;
- influencer activity with sport personalities Evanne Ní Chuilinn and Marie Crowe.

THE DELIVERY

There were three important pillars to the delivery of the campaign:

1 Digital media

2 Social-media and influencers

3 Print and radio coverage

DIGITAL MEDIA

The digital element of the campaign featured online display advertisements with local news organisations.

SOCIAL MEDIA AND INFLUENCERS

On Facebook, there was a high amount of reach on both paid and organic posts. Engagements were higher on the organic posts that allowed long-term sharing and commenting. On Instagram, there was a higher reach for our target audience than anticipated; this platform had the most interactions throughout the campaign.
A number of female ambassadors were instrumental in bringing awareness to the campaign. The announcement of Vera Pauw as an ambassador pushed the campaign into mainstream media, resulting in an audience of over 6 million. Evanne Ní Chuilinn and Marie Crowe also promoted the campaign on their own social-media platforms, attracting a wealth of coverage.

PRINT AND RADIO COVERAGE

Several LSPs were proposed to feature as guests on their local radio stations. Representatives from both Limerick and Mayo LSP spoke about the campaign as well as the projects they run in their communities that were appropriate for the target demographic of this campaign. Print advertisements were run in the Irish Examiner, Irish Sun, Irish Daily Mirror, The Independent, Daily Mail, Irish Daily Star and The Herald.

THE RESULT

The It's My Time campaign has continued to receive unprecedented positive feedback from the target audience, and won the Gold award for Best Multi-Platform Campaign for Events/Cause (Agency) at the 2023 Social Media Awards (Sockies).

3.
HOW WE ARE RUN

As a statutory agency operating under the Sport Ireland Act (2015), Sport Ireland is subject to a range of statutory obligations and corporate governance obligations under the Code of Practice for the Governance of State Bodies.

Operational Areas

High Performance

Sport Ireland supports the development of systemic and sustainable programmes that yield exceptional performances by athletes and teams at the European, world, Olympic and Paralympic levels. Our remit focuses on investment, governance and strategic actions that lead to positive system outcomes. At Sport Ireland, we oversee 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.

Sport Ireland Institute

The Sport Ireland Institute is set up to support talented Irish athletes to 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 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; developing strategies and proposals for future facility development and use; and promoting the use of the campus at all levels from high performance to participation by members of the public. Responsibility for the day-to-day operation of campus facilities rests with a wholly owned subsidiary of Sport Ireland.

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. 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 NGBs recognised by Sport Ireland are at the centre of Irish sport and key to achieving our strategic and operational goals. The work of NGBs feeds into and complements the strategic priorities identified in both the National Sports Policy 2018–2027 and the Sport Ireland strategy. Sport Ireland works in partnership with the NGBs to make them more effective in developing their sport and servicing the needs of their members, and one of our main priorities is to strengthen and develop their capabilities.

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 organisations that receive funding from Sport Ireland, including NGBs and LSPs, is delivered by our Organisational Development and Change Unit. There are several aspects to this unit's work, which include capability building, organisational development and change interventions and networks.

Governance and Strategy
Sport Ireland focuses on managing and coordinating various governance activities, initiatives and strategic programmes through its Governance and Strategy Unit, in accordance with the government's National Sports Policy 2018–2027 and Sport Ireland's strategy.

Research and Innovation
Sport Ireland works in the areas of research, evaluation and innovation to develop insights and to support the generation of solutions in the areas of participation, performance and high-performance sport.

Sport Ireland's Corporate Governance and Compliance

As a statutory agency operating under the Sport Ireland Act (2015), Sport Ireland is subject to a range of statutory obligations and corporate governance obligations under the Code of Practice for the Governance of State Bodies. Sport Ireland confirms that the necessary obligations, including those for risk management, internal audit and the Public Spending Code are 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.

Board Members 2022
Kieran Mulvey – Chairperson*
Kieran Mulvey was Chief Executive of the Labour Relations Commission since its inception in 1991 and subsequently took on the role of Director General of the Workplace Relations Commission, retiring in June 2016. Kieran is a former General Secretary of the Association of Secondary Teachers Ireland (ASTI) and Irish Federation of University Teachers (IFUT). Kieran has also acted as a Consultant with the EU and the International Labour Organisation (ILO) on matters relating to public management, human resources and industrial relations. He chaired the negotiations which led to the Public Service Croke Park, Haddington Road and Lansdowne Road Agreements. Kieran is a Fellow of the Educational Institute of Scotland and holds an Honorary Doctorate of Laws from the National University of Ireland and UCD.

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. Having previously served on many Boards and committees, Mary has been on the Sport Ireland Board since its establishment in 2015 and has participated as both Chair and member of a number of sub committees. She 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 the held the 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 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. Jerry was appointed as Chairman of Dublin Port Company in December 2020 and has been a Board Member of Project Woodland since March 2021.

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. She is the current Chair of the Sport Ireland High Performance Committee and represents Sport Ireland on the FAI Nominations Committee. Olive holds a B. Comm from University of Galway and a Masters in Leadership and Strategy. The research element of her MA focussed on the delivery of organisational change and implementation of governance reform in the aftermath of an organisational crisis. She currently works as Director of Transformation with the Sea-Fisheries Protection Authority.

Padraic Moran*
Padraic is a two-time Paralympian and a former world champion in the sport of Boccia. With over 20 years 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 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 (IUGB). 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 served as a Board member of the Golfing Union of Ireland, which he has 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 is a former international volleyball player with the Irish Senior Team.

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. Deirdre was an international high-jumper with 13 years' experience competing on the senior international stage of sport. She was an Irish Olympian at London 2012 and has competed at multiple European and World Championships, culminating in a 5th place position at the 2011 World Championship in Daegu.

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 Authority of Ireland - and is currently serving on CORU's Physiotherapists Registration Board.

Páraic Duffy
Páraic was Principal of St. Macartan's College, Monaghan for 11 years until he became the GAA's first Player Welfare Manager in 2007. In February 2008 he was appointed Director- General of the GAA and served in the role until his retirement in 2018. Páraic currently serves as Chairperson of the Board of Management of Saint Macartan's College and is President of Ulster Schools GAA. He is a member of the Disputes Resolution Authority, sits on several boards and is Coaching Officer in Scotstown G.A.A. club.

Notes: Kieran Mulvey's term as Chairperson of Sport Ireland was extended for a period of six months from 30th September 2022 to 31st March 2023. Padraic Moran and Pat O'Connor's terms expired on 30th September 2022. John Foley was appointed as new Chairperson of Sport Ireland in April 2023. Kevin Hoy and Deirdre Mongan were appointed as new members to the Board in April 2023.

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 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 of Sport Ireland's performance and culture, overseeing major capital expenditure and investment decisions and preparing the annual report and financial statements.

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 is 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 at all times complies with the principle of the collective responsibility and authority of Sport Ireland as a body corporate.

The Board takes 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 has adopted a statement of strategy for a period of five years ahead. Implementation of the strategy by Sport Ireland is supported through an annual planning and budgeting cycle. The Board has completed a review of actual performance of the 2022 annual plan.

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 the hands of the Board. The functions reserved to the Board include (save to the extent otherwise determined by the Board) the following matters:

- establishing the processes whereby it recruits a Chief Executive (including succession planning), sets his/her job description, determines the terms of his/her contract (having regard to applicable Government guidelines) and reviews his/her performance;
- 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:
  - €10,000 in the case of an individual grantee, or
  - €100,000 in the case of an NGB or other organisation in receipt of a grant, or
  - €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 and designed to deliver such priorities, including criteria for evaluating performance;
- adoption of an annual budget and corporate plan on notification of the actual level of available income, setting guidelines for budget variance and monitoring expenditure on a quarterly basis;
- adoption of audit and risk management policies and monitoring and reporting as required on their implementation;
- approval of Annual Reports, Financial Statements, Statements on Internal Control and Assurance Frameworks prepared by Sport Ireland's staff;
- 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, to include the pension benefits of the Chief Executive and other staff (which may require Ministerial approval), and monitoring the implementation of that policy;
- 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.
- determining the procedures to be followed at the Board's meetings (and exceptionally when decisions are required between Board meetings) in the form of standing orders. Such standing orders will be reviewed from time to time, but in all events not less than once every three years, and when adopted shall be deemed to form part of the Code;
- approval of significant acquisitions, disposals and retirement of assets of Sport Ireland and its subsidiaries above a threshold of €25,000;
- 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 proposing and approving, if appropriate, any changes to the Code
- approval of the Code of Governance and Business Conduct and ensuring that it is updated regularly in response to evolving governance obligations or circumstances.

- approval of Sport Ireland's financial policies and procedures and ensuring that they reflect good governance practice and expected norms and institute a process to keep these regularly updated and formally reviewed
- in the absence of the Chairperson at a meeting of the Board, the appointment of an acting Chairperson from the Members present at the meeting.
- approval of the certain matters relating to Sport Ireland Facilities DAC
- approval of the establishment of new subsidiaries of Sport Ireland.

Board & Committee Evaluation

The annual Board Effectiveness Review process commenced in November 2022 and was completed in December 2022. In 2022, the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media noted the pending change to the pivotal position of Chairperson. The Department agreed to defer the requirement to complete an external review of Board effectiveness until late 2023 to allow for the on-boarding of a new Chairperson. The Department agreed that the overarching governance objectives could be achieved by completing an internal review of Board effectiveness in 2022. The Board also reviews reports from each Committee as a standing agenda item at each Board meeting.

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 2022, the Board had 5 (45)% male and 6 (55)% female members, with two positions vacant. The Board therefore met 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 2015.
- 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 an appropriate 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 low tolerance for risk (Health & Safety, Ethics (i.e. no appetite for breaches of, or deviations from, best practice standards in the areas of Child Protection and Anti-Doping)) 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, Research). 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.

In 2022 the principal risks and uncertainties affecting Sport Ireland were:

- 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).
- Leadership Turnover in NGBs and the impact on High Performance objectives in a truncated Olympic/Paralympic cycle and uncertain global arena (Strategic Risk).
- Inflation and rising costs (Financial Risk).
- The degree of uncertainty on capital funding to underpin and enable the delivery of major capital projects at the Sport Ireland Campus (Operational Risk).

Emergent opportunities were also discussed at Board level, and these included:

- The development of a new Sport Ireland Statement of Strategy.
- The launch of an ambitious new Campus Masterplan presenting sizeable opportunities for the Sport Ireland Campus to become the heartbeat of Irish sport.
- The development of a new statement of ambition for the network of LSPs, 21 years after the inception of the LSPs.

Some of the key actions taken in 2022 which underpin Sport Ireland's Risk Management approach are included below:

- During the course of 2022, the Board considered the Corporate Risk Register at its February, April and October meetings.

- The Audit & Risk Committee formally reviewed the Corporate Risk Register at its meetings in March and September 2022. The Audit & Risk Committee also reviewed the following Unit Level Risk Registers during 2022:
  - Sport Ireland Facilities DAC (March 2022).
  - Research & Innovation (March 2022).
  - Finance (June 2022).
  - Participation (September 2022).
  - High Performance and NGBs (November 2022).
- The Board completed a review of Sport Ireland's revised Risk Management Policy (which included the Risk Appetite Statement) at its meeting in February 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 2021and 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.

Freedom of information

Programme Area	Total Number of Requests	Grant	Part-Grant	Refused	Withdrawn	Handled Outside FOI
National Governing Bodies	19	0	15	1	2	1
Anti-Doping	0	0	0	0	0	0
Corporate and Financial Services	11	0	10	1	0	0
High Performance	1	0	1	0	0	0
Participation	6	1	2	1	1	1
Outdoors	2	0	2	0	0	0
Total 2022	**39**	**1**	**30**	**3**	**3**	**2**

Protected disclosures

No protected disclosures were received by Sport Ireland in the reporting period up to 31 December 2022.

Public-sector duty

Section 42 of the Irish Human Rights and Equality Commission Act 2014 places a statutory obligation on public bodies to eliminate discrimination, to promote equality of opportunity and to protect the human rights of the people to whom they provide services and to their staff when carrying out their daily work. Sport Ireland has a suite of policy documents that align and support some of the government's national plans and strategies. These include the Women in Sport Policy, the Policy on Participation in Sport by People with Disabilities, and Sport Ireland Customer Service Charter. Sport Ireland also has a key role to play in the Migrant Integration Strategy and the LGBTQIA+ Strategy. The associated activity in 2022 within these areas are detailed within the relevant sections 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 2018–2027 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.

As part of Sport Ireland's Great Place to Work certification, a staff engagement survey was conducted. Staff were questioned under the "Diversity & Inclusion" category regarding fair treatment in areas such as sexual orientation, race, gender, and age. The results were either in line with or, in some cases, exceeded best practices. These findings helped to reaffirm our commitment to upholding Public Sector Equality and Human Rights obligations.

Sustainability

Our approach to sustainability is to ensure Sport Ireland is environmentally conscious, socially responsible and economically viable. Understanding that it is not only our physical assets but also our day-to-day activities that can have an impact on the planet and the well-being of the community, we have embedded sustainability in both our campus master plan design and our operational plans.

Sport Ireland has adopted a holistic approach to our Sustainability Vision, developed in 2022 as part of the development of a Sustainability Framework. Moving forward, all actions undertaken by our organisation should contribute to the reduction of the impact of activities on the environment, create a better quality environment for people, ensure the resilience of the buildings and campus in the face of future challenges, and reduce the organisation's vulnerability to environmental risks.

Serving as a guide for the development of our sustainability strategy, our Sustainability Vision outlines aspirational goals across six sustainability pillars: energy, water, materials, mobility, biodiversity and governance.

We understand that implementing sustainability is a constant effort and not a one-off task or project. We want to lead by example, by education, and by open, honest discussions.

Greenhouse Gas (GHG) Emissions 2022 v Baseline

Footfall	GHG Baseline (2016-2018)	GHG 2022
Thermal [kgCO2]	3,570,384	4,208,789
Transport [kgCO2]	7,144	20,889
Electricity [kgCO2]	2,337,460	1,869,463
Total [kgCO2]	**5,914,987**	**6,099,140**

SPÓRT ÉIREANN
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Sport Ireland
Financial Statements

COVID-19 Funding 2022

Grantee	Amount €
Football Association of Ireland	1,500,000.00
Gaelic Athletic Association	1,227,000.00
Special Olympics Ireland	1,075,000.00
Athletics Ireland	989,000.00
Cricket Ireland	801,000.00
Irish Rugby Football Union	647,000.00
Swim Ireland	599,000.00
Horse Sport Ireland	460,000.00
Irish Athletic Boxing Association	405,000.00
Rowing Ireland	405,000.00
Golf Ireland	355,000.00
Badminton Ireland	275,000.00
Triathlon Ireland	260,000.00
Irish Martial Arts Commission	250,000.00
Cycling Ireland	245,000.00
Student Sport Ireland	240,000.00
Basketball Ireland	240,000.00
The Camogie Association	204,000.00
Irish Wheelchair Association Sport	200,000.00
Hockey Ireland	180,000.00
Irish Sailing	175,000.00
Irish Squash	172,000.00
Vision Sports Ireland	170,000.00
Volleyball Ireland	158,000.00
Tennis Ireland	154,000.00
National Community Games	150,000.00
Gymnastics Ireland	150,000.00
Ladies Gaelic Football Association	146,000.00
Mountaineering Ireland	145,000.00
Canoeing Ireland	130,000.00
Paralympics Ireland	119,000.00
Irish Judo Association	112,000.00
Olympic Federation of Ireland	100,000.00
Irish Olympic Handball Association	85,000.00
GAA Handball Ireland	80,000.00
Orienteering Ireland	79,000.00
Baton Twirling Sport Association of Ireland	75,000.00
Irish Surfing	70,000.00
Motorsport Ireland	66,000.00
Table Tennis Ireland	64,000.00
ONAKAI	60,000.00
Rugby League Ireland	55,000.00
Pitch & Putt Ireland	50,000.00

COVID-19 Funding 2022 contd.

Grantee	Amount €
Snooker & Billiards Ireland	50,000.00
Diving Ireland	50,000.00
Archery Ireland	47,000.00
CARA	45,000.00
Racquetball Association of Ireland	42,000.00
Irish Amateur Wrestling Association	35,000.00
Federation of Irish Sport	30,000.00
Bol Chumann na hÉireann	25,000.00
Weightlifting Ireland	25,000.00
Deaf Sports Ireland	25,000.00
Fencing Ireland	25,000.00
Tug of War Ireland	25,000.00
Motorcycling Ireland	25,000.00
Bowling League of Ireland	25,000.00
Irish Clay Target Shooting Association	25,000.00
Irish Tenpin Bowling Association	25,000.00
American Football Ireland	25,000.00
Irish Waterski & Wakeboard Federation	25,000.00
Speleological Union of Ireland	25,000.00
Angling Council of Ireland	25,000.00
Croquet Association of Ireland	25,000.00
Irish Ice Hockey Association	25,000.00
Pentathlon Ireland	25,000.00
Cavan Sports Partnership	57,600.00
Clare Sports Partnership	60,000.00
Cork Sports Partnership	210,800.00
Donegal Sports Partnership	100,000.00
Galway Sports Partnership	10,500.00
Kildare Sports Partnership	32,500.00
Laois Sports Partnership	94,050.00
Leitrim Sports Partnership	81,000.00
Limerick Sports Partnership	98,000.00
Longford Sports Partnership	47,000.00
Mayo Sports Partnership	86,800.00
Meath Sports Partnership	74,800.00
Monaghan Sports Partnership	18,000.00
Offaly Sports Partnership	52,850.00
Roscommon Sports Partnership	11,250.00
Sligo Sports Partnership	60,850.00
Waterford Sports Partnership	75,000.00
Wexford Sports Partnership	8,000.00
TOTAL	15,000,000.00

Energy Grants 2022

Grantee	Amount €
Gaelic Athletics Association	11,730,000.00
Golf Ireland	2,113,500.00
Facilities DAC	1,800,000.00
Football Association of Ireland	1,257,000.00
Aviva Stadium	1,034,000.00
Irish Rugby Football Union	1,010,000.00
Tennis Ireland	740,000.00
Hockey Ireland	239,000.00
Irish Athletic Boxing Association	171,500.00
Irish Sailing	134,000.00
Athletics Ireland	108,000.00
Horse Sport Ireland	107,000.00
Badminton Ireland	100,000.00
GAA Handball	75,000.00
Gymnastics Ireland	75,000.00
Irish Squash	58,000.00
Cricket Ireland	33,295.00
Basketball Ireland	31,000.00
Rowing Ireland	29,000.00
Snowsports Ireland	25,000.00
Swim Ireland	22,500.00
SB Ireland	15,000.00
The Camogie Association	14,000.00
Canoeing Ireland	13,000.00
Pitch & Putt Union of Ireland	8,000.00
Irish Martial Arts Commission	6,800.00
Weightlifting Ireland	5,800.00
Diving Ireland	5,300.00
ONAKAI	4,200.00
Racquetball Association of Ireland	3,280.00
Bowling League of Ireland	3,000.00
Total	**20,971,175.00**

High Performance 2022 Funding Allocation

Grantee	Amount €
Athletics Ireland	1,041,667.00
Badminton Ireland	346,667.00
Canoeing Ireland	241,667.00
Golf Ireland	516,667.00
Cricket Ireland	693,333.00
Cycling Ireland	520,000.00
Gymnastics Ireland	826,667.00
Hockey Ireland	1,196,667.00
Horse Sport Ireland	1,003,333.00
Irish Athletic Boxing Association	910,000.00
Irish Clay Target Shooting	7,500.00
Irish Judo Association	226,667.00
Irish Rugby Football Union	412,500.00
Irish Sailing Association	1,020,000.00
Irish Taekwondo Union	112,500.00
Paralympics Ireland	1,000,000.00
Pentathlon Ireland	296,667.00
Rowing Ireland	1,313,333.00
Swim Ireland	990,457.00
Triathlon Ireland	217,500.00
Total	12,893,792.00

Direct Athlete Support

Fund	Amount €
International Carding Scheme	3,082,250
Golf Ireland Professional Scheme	300,000
Athlete Career Transition (ACT)	147,250
Player Funding Scheme (Women's Hockey)	150,000
Total	3,679,500

National Governing Bodies 2022 Core Funding

Grantee	Amount €
Angling Council of Ireland	30,000.00
Archery Ireland	30,000.00
Athletics Ireland	1,100,000.00
Badminton Ireland	425,000.00
Basketball Ireland	800,000.00
Baton Twirling Sport Association of Ireland	40,000.00
Ból Chumann na hÉireann	35,000.00
Bowling League of Ireland	60,000.00
Canoeing Ireland	315,000.00
Confederation of Golf in Ireland	350,000.00
Cricket Ireland	500,000.00
Croquet Association of Ireland	25,000.00
Cycling Ireland	416,465.00
GAA Handball Ireland	115,000.00
Gymnastics Ireland	370,000.00
Horsesport Ireland	1,005,000.00
Irish Ice Hockey Association	33,500.00
Irish Athletic Boxing Association	500,000.00
Irish Amateur Wrestling Association	30,000.00
Irish American Football Association	45,000.00
Irish Clay Pigeon Shooting Association	78,000.00
Irish Deaf Sports Association	67,000.00
Irish Fencing Federation	73,000.00
Irish Hockey Association	365,000.00
Irish Judo Association	150,000.00
Irish Martial Arts Commission	75,000.00
Irish Olympic Handball Association	60,000.00
Irish Orienteering Association	75,000.00
Irish Sailing Association	460,000.00
Irish Squash	230,000.00
Irish Surfing Association	125,000.00
Irish Table Tennis Association	168,000.00
Irish Taekwondo Union Ltd	35,000.00
Irish Ten Pin Bowling Association	45,000.00
Irish Tug of War Association	55,000.00
Irish Underwater Council	110,000.00
Irish Waterski & Wateboard Federation	40,000.00
Irish Wheelchair Association	315,000.00
Ladies Gaelic Football Association	500,000.00
Motor Cycling Ireland	50,000.00
Motor Sport Ireland	200,000.00
Mountaineering Ireland	275,000.00
National Community Games	285,000.00

National Governing Bodies 2022 Core Funding contd.

Grantee	Amount €
ONAKI	25,000.00
Pitch and Putt Union of Ireland	95,000.00
Racquetball Association of Ireland	40,000.00
Republic of Ireland Snooker & Billards Association	80,000.00
Rowing Ireland	411,300.00
Rugby League Ireland	35,000.00
Special Olympics Ireland	1,450,000.00
Speleological Union of Ireland	30,000.00
Swim Ireland	1,050,000.00
Tennis Ireland	715,000.00
The Camogie Association	450,000.00
Triathlon Ireland	265,000.00
Vision Sports Ireland	78,000.00
Volleyball Association of Ireland	230,000.00
Weightlifting Ireland	55,000.00
Total	**15,070,265**

Local Sports Partnerships 2022 Core Funding

Grantee	Amount €
Carlow Sports Partnership	226,035
Cavan Local Sports partnership	282,221
Clare Sports Partnership	352,041
Co Cork Sports Partnership	582,792
Donegal Sports Partnership	359,329
Dublin City	434,065
Dun Laoghaire-Rathdown	281,044
Fingal Sports Partnership	350,463
Galway County Sports Partnership	383,236
Kerry Sports Partnership	229,817
Kildare Sports Partnership	355,128
Kilkenny Sports Partnership	306,995
Laois Sports Partnership	324,295
Leitrim Sports Partnership	221,746
Limerick Sports Partnership	503,196
Longford Sports Partnership	273,211
Louth Sports Partnership	307,445
Mayo Sports Partnership	414,695
Meath Sports Partnership	359,847
Monaghan Sports Partnership	205,707
Offaly Sports Partnership	267,630
Roscommon Sports Partnership	258,945
Sligo Sports Partnership	364,668
South Dublin County Council	279,673
South Tipperary	364,637
Waterford Sports Partnership	416,019
Westmeath Sports Partnership	240,296
Wexford Sports Partnership	383,761
Wicklow Sports Partnership	367,376
Technological University Dublin	250,000
Total	**9,946,313**

Women In Sport Grants 2022

Grantee	Amount €
Angling Council of Ireland	10,000
Athletics Ireland	87,500
Badminton Ireland	30,000
Basketball Ireland	85,000
Canoeing Ireland	52,500
Confederation of Irish Golf	67,500
Cricket Ireland	53,400
Croquet Association of Ireland	14,000
Cycling Ireland	152,500
Fencing Ireland	12,000
Football Association of Ireland	64,000
GAA Handball Ireland	15,000
GAA	35,000
Irish Amateur Boxing Association	50,000
Irish American Football Association	10,000
Irish Gymnastics	75,000
Irish Ice Hockey Association	10,000
Irish Judo Association	30,000
Irish Hockey Association	90,000
Irish Martial Arts Commission	11,500
Irish Olympic Handball	5,000
Irish Orienteering Association	2,500
Irish Rugby Football Union	115,000
Irish Sailing Association	44,000
Irish Squash	15,000
Irish Surfing Association	10,200
Irish Table Tennis Association	23,000
Irish Tug of War Association	15,000
Irish Underwater Council	25,000
Irish Waterski & Wakeboard Federation	17,500
Irish Wheelchair Association	45,000
Ladies Gaelic Football Association	49,000
Mountaineering Ireland	50,000
Motorsport Ireland	35,000
National Community Games	25,000
Onakai	19,000
Paralympics Ireland & CARA	10,000
Racquetball Association	3,500
Rowing Ireland	87,500
Rugby League	10,000
Speleological Union Of Ireland	1,700
Student Sport	35,000
Swim Ireland	97,500

Women In Sport Grants 2022 contd.

Grantee	Amount €
Tennis Ireland	89,900
The Camogie Association	46,000
Triathlon Ireland	72,500
Vision Sports	10,000
Volleyball Association of Ireland	103,700
Weightlifting Ireland	15,000
Carlow Sports Partnership	12,500
Cavan Sports Partnership	5,100
Clare Sports Partnership	17,000
Cork Sports Partnership	10,900
Donegal Sports Partnership	5,000
Dublin City	14,500
DunLaoghaire Sports Partnership	5,000
Fingal Sports Partnership	13,000
Galway County	12,050
Kildare Sports Partnership	16,000
Kilkenny Sports Partnership	8,000
Laois Sports Partnership	13,500
Leitrim Sports Partnership	2,500
Limerick City Sports Partnership	12,500
Longford Sports Partnership	11,500
Louth Sports Partnership	9,000
Mayo Sports Partnership	17,500
Meath Sports Partnership	24,650
Monaghan Sports Partnerhsip	12,500
Offaly Sports Partnership	7,500
Roscommon Sports Partnership	4,600
Sligo Sports Partnership	22,500
South Dublin County Council	8,000
South Tipperary Sports Partnership	8,000
Waterford Sports Partnership	2,500
Westmeath Sports Partnership	5,900
Wexford Sports Partnership	10,500
Wicklow Sports Partnership	19,500
Total	**2,344,100**



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Appendices

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