



SPÓRT ÉIREANN
SPORT IRELAND

Statement of Strategy 2018-2022

Who we are

Sport Ireland was established on October 1 2015. 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 National Sports Campus.

In Summer 2018 the Department of Transport, Tourism and Sport published the National Sports Policy 2018 - 2027. The National Sports Policy provides the policy context in which we will operate over the next 10 years. Sport Ireland strongly endorses the National Sports Policy and, as the statutory agency responsible, will have a lead role in many of the key operational and strategic challenges contained within the Policy.



The Minister and the Department

Sport Ireland is an agency of the Department of Transport, Tourism and Sport. We collaborate closely with the Minister of Transport Tourism and Sport, the Minister of State for Tourism and Sport and our colleagues in the Department in implementing the national strategy.

Sport in Ireland cannot progress without the drive, policy direction and resources provided by the Minister and the Department.



Our Board and staff

The Board of Sport Ireland, under the chairmanship of Kieran Mulvey, is the decision making authority in the organisation. It provides strategic leadership, financial oversight and sets the operational direction. The Board and staff of Sport Ireland operate to the highest standards of corporate governance.

We expect all agencies with whom we work to commit to the same standards of governance



Our impact

Our aim is to drive the development of a highly effective sports sector that will have an impact throughout the country.

We do this through collaboration and partnerships with the many organisations that are interested and active in the sports sector in Ireland.

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

Our 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

Our 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

Our Resources



Financial

In 2018 Sport Ireland had a base current budget of €51.6m and a base capital budget of €6.7m. €42m in capital funding has been committed in Project Ireland 2040, the National Development Plan (2018-2027) to the continued development of the Sport Ireland National Sports Campus for the period 2018-2021. During the lifetime of this strategy, our ambition is to increase investment in sport, in accordance with Government commitments within the National Sports Policy.



Human Resources

Our staff are well respected within sport as experts in their field, efficient in their operations and supportive of the partners. We will invest more in our staff, and in the internal capacity of Sport Ireland as we believe this will be an important driver of progress in the sports sector.

We are the lead agency for sport in Ireland. We want organisations to follow excellence as practiced by Sport Ireland. We want investors in sport to seek our input and our expertise. This requires ongoing investment in our people and our organisation.



Research

Our Research Programme has made an important contribution to the understanding of the dynamics of sport and physical activity in Ireland. This knowledge informs the policy agenda, the actions of Government and feeds directly into the delivery of effective sports programmes.

We are committed to expanding the Research Programme as it is a vital resource in the progressive development of sport and physical activity.



Partnerships

Collaborative working has always been one of the central values of Sport Ireland. We cannot achieve our ambitious vision for Irish sport by working alone.

We financially support 113 sports organisations which includes 66 NGBs and 29 LSPs. We are committed to working in partnership with these organisations and building their capacity to deliver our shared goals.

There are a variety of Government Departments, Third Level Institutions, Educational Bodies, State Agencies and Local Authorities who invest in sport and physical activity. These are valuable inputs to the system and we will support these agencies in the design and delivery of their policies and programmes.

We recognise that there are many providers of sport and physical activity. We will work with new agencies that share our values and can help us reach our strategic goals.





Our principles

We will achieve success by empowering the sports sector to be sustainable, responsible and responsive based on sound principles including:

- Financial and organisational sustainability
- Uniformly high standards of governance
- Clear workforce development, including the development of volunteerism
- A collaborative ethos operating within the sector and with other sectors
- Inclusivity in all its practice
- Accountability at all levels, including monitoring and evaluation

We have a role in providing sports with quality support so that they can deliver agreed strategic outcomes



Our Strategy

The Sport Ireland strategy is based on the following three key pillars.

PARTICIPATION

Lifelong and inclusive sport



PERFORMANCE

Playing & competing
at a level appropriate
to ability



HIGH PERFORMANCE

Reaching Ireland's potential
at the highest levels of
international competition





Increasing Participation in a Changing Environment

Sport Ireland recognises that there is a much greater awareness of the significant potential contribution that sport can make to enhance quality of life, and tackle many societal and environmental challenges. This has been supported to date both globally through the World Health Organisation new Global Action Plan on Physical Activity (2018-2030) and nationally through the National Physical Activity Plan.

There is a marked increase in emphasis on the importance of participation in sport in relation to improving physical and mental health, protecting and contributing against a range of non-communicable diseases and contributing to a better quality of life. This presents a challenge to Sport Ireland, which it is ready to embrace.

- We will put the participant first - participants will be at the centre of our decisions
- We will support innovative, inclusive, collaborative programmes which address the challenges posed by demographic, social and economic changes
- We will support robust national and local structures that encourage accountability, participation and evidence-based decision making
- We will build and sustain meaningful and collaborative partnerships with other key players locally, nationally and internationally
- We will support our funded bodies, in particular LSPs, to increase participation in sport with a strong emphasis on collaboration
- We will create an environment where creativity and innovation in the sector is fostered, to include a focus on outdoor recreation infrastructure and systems
- We will promote the Value of Sport to include greater population awareness of the benefits of participation in sport through activity and social participation, including volunteering

OUR WORK

WHAT?



PARTICIPANT FIRST

MEANINGFUL COLLABORATIVE PARTNERSHIPS

ACCOUNTABLE AND EVIDENCE-BASED



INCREASED
PARTICIPATION
IN SPORT



DECREASED
INACTIVITY



HOW?



SUPPORT TO FUNDED BODIES

INNOVATIVE AND INCLUSIVE PROGRAMMES

PROMOTION OF BENEFITS OF SPORT

DEVELOP OUTDOOR RECREATION



BETTER QUALITY
OF LIFE



IMPROVED PHYSICAL
AND MENTAL HEALTH



Performance

Performers are those who wish to play, compete and reach their potential in whatever sport they choose through organised training and competition. Sport performance drives clubs, generates volunteers, realises potential and unites individual participants and spectators into communities. The NGBs of sport provide the club structures and competitive settings for most community based sport performance in Ireland.

Sport Ireland will continue to work with the NGBs and LSPs to build their capacity to administer, educate and train their volunteers and foster an ethical and inclusive culture.

- We will work with the NGBs to progress the conversations and provide the structures to exchange knowledge, share facilities, integrate activities and grow participation and volunteering
- We will target new funding mechanisms to sporting organisations prioritising interventions to address drop-out from sport
- We will identify priority sports, that are more likely to have lasting benefits over the life course, to receive greater investment over the strategy period
- We will ensure that NGB funding is targeted more specifically at driving expanded provision in clubs. We will work with NGBs to nurture and support social capital and volunteering
- We will establish a working group to examine how best to address the impact that demographic changes are having and will have on sport in Ireland
- We will increase education and support services provided to coaches
- We will roll out a wide array of Organisational Development & Change interventions in sports organisations



Sport can make a significant contribution to enhancing quality of life.

High Performance

Sport Ireland places huge importance and value on the success achieved by Irish sportspersons at an international level. We will match the commitment and ambition of these sportspersons to achieve that success with an equal ambition and commitment on our part over the coming years.

We will through the application of the Rio Review recommendations, and a High Performance strategy, allocate our finite resources in a manner which is transparent and which realises the best return on these investments. We will also take every opportunity to enhance and grow our High Performance resources.

We will work to put the following key building blocks in place as part of this new strategy:

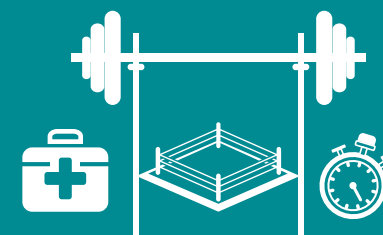
- A world class environment at the Sport Ireland National Sports Campus
- NGBs at the centre of the high performance support system capable of delivering programmes producing measurable, sustainable and repeatable and ethically-based success at the highest levels of international sport
- The Sport Ireland Institute which will lead a system characterised by high standards in performance, leadership, coaching and services
- A strong partnership approach between all key stakeholders in high performance sport
- Evidence-based decision making processes around investment in high performance sport
- Multi-annual funding will support long term planning and help link investment to performance outcomes

Sport Ireland intends to adopt a new investment framework for High Performance sport. Multi-annual funding will support long-term planning and help link investment to performance outcomes.

Facilities at Sport Ireland National Sports Campus:

- NATIONAL AQUATIC CENTRE
- NATIONAL DIVING TRAINING CENTRE
- NATIONAL HORSE SPORT ARENA
- NATIONAL MODERN PENTATHLON TRAINING CENTRE
- SPORT IRELAND NATIONAL INDOOR ARENA
(National Gymnastics Training Centre, National Indoor Athletics Training Centre, National Indoor Training Centre)
- SPECIAL OLYMPICS IRELAND OFFICES
- FAI TRAINING CENTRE
- GAA NATIONAL GAMES DEVELOPMENT CENTRE
- SPORT IRELAND INSTITUTE HIGH PERFORMANCE CENTRE
- NATIONAL SPORTS CAMPUS MULTI-SPORT PITCH FACILITY
- CAMPUS CONFERENCE CENTRE
- IRISH SPORTS HQ
- NATIONAL CROSS COUNTRY TRACK
- CRICKET IRELAND HIGH PERFORMANCE TRAINING CENTRE

Sport Ireland Institute High Performance Centre includes a strength & conditioning area, mixed training zone, rehab/medical area, physiology lab, performance nutrition kitchen and a dedicated boxing area.



OLYMPIC/PARALYMPIC CYCLE

	YEARS	SENIOR	JUNIOR	TOTAL INTERNATIONAL MEDALS
Athens 2004	2001-2004	47	15	62
Beijing 2008	2005-2008	70	39	109
London 2012	2009-2012	100	79	179
Rio 2016	2013-2016	142	113	255

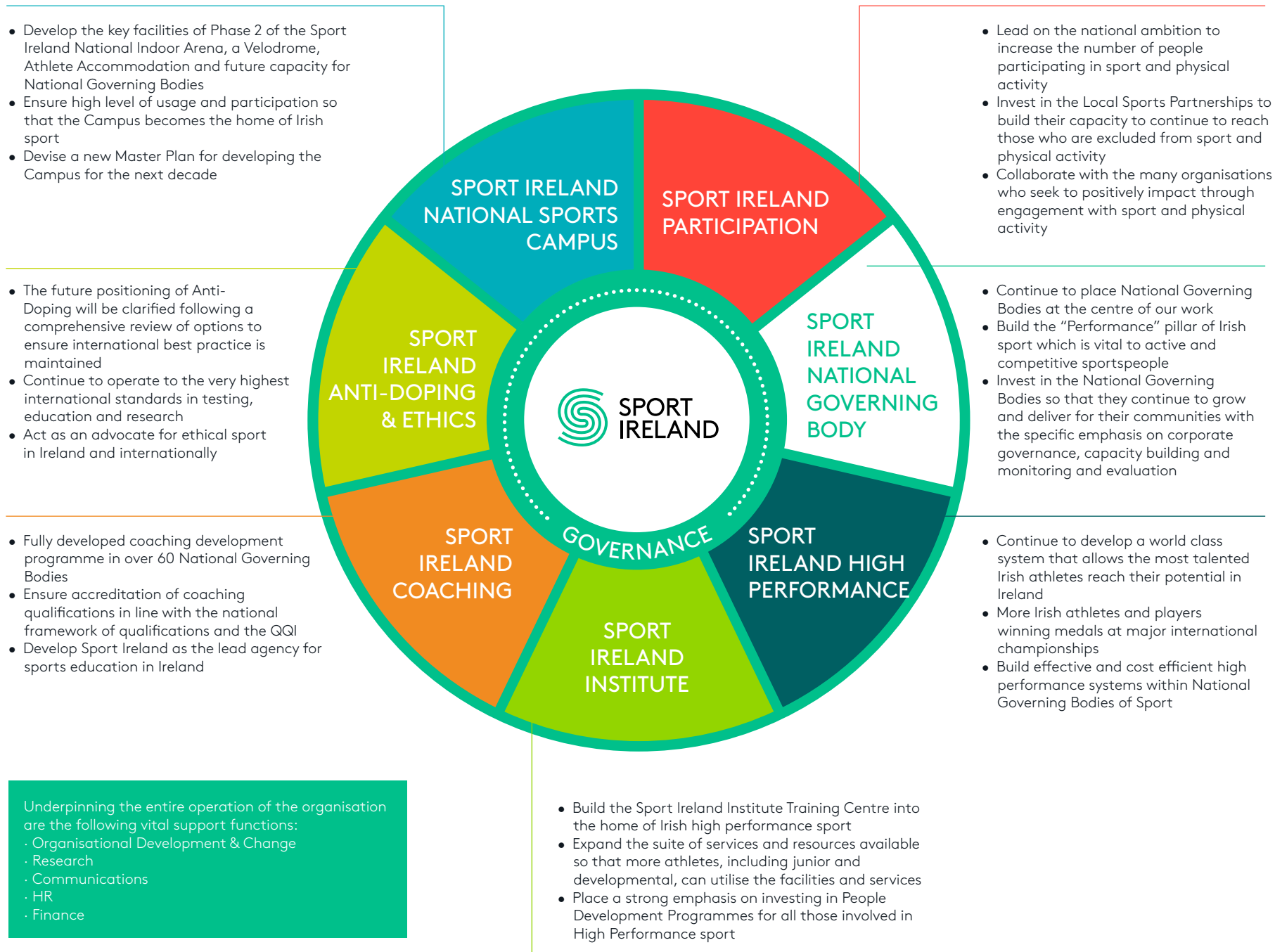
Key Outcomes

- Complete the Sport Ireland National Sports Campus including a Velodrome, National Indoor Arena Phase 2, NGB accommodation, athlete accommodation and developing a new Master Plan for the next phase
- At Olympic level, winning 3 medals in 2020 rising to 7-10 medals in 2028 based on significant increased investment per annum. At Paralympic level, winning 9 medals in 2020.
- This would cascade down as a significant increase in the podium finishes at European and World level
- Expanding the group of highly effective NGBs to 40
- Resourcing LSPs that they could drive participation policy and programmes in their local areas
- Greater access to participation opportunities, focussed on reducing inequalities
- Greater awareness of participation opportunities and benefits
- Build on existing proven structures whilst also seeking new and innovative approaches to increasing sport and physical activity and reducing inactivity
- Strong measurement in relation to all investment
- Sport Ireland will invest in its own organisational development, the professional development of its staff and to ensure that all of its activities are carried out to the highest standards



A group of hands with blue and yellow nail polish, some holding a soccer ball, overlaid with a teal graphic.

Sport Ireland has a number of operational functions, which have business plans and specific targets.



The Value of Sport

The importance of sport and physical activity is given greater recognition today than ever before through:

- its contribution to individual and community health and wellbeing
- the generation of massive social capital
- as a driver of social progress
- as an increasingly important part of the economy
- its contribution to national pride and cultural identity

The importance of sport is recognised internationally. Sport Ireland is part of an international network of agencies designed to promote sport and generate the positive impacts inherent within sport.

Sport in Ireland

- Broadly, but not exclusively, sport is an all island activity. Sport Ireland works very closely with its partner agency Sport Northern Ireland. This collaboration is long standing and effective; Sport Ireland is committed to working in close partnership with Sport NI to build a healthy sports system in all parts of Ireland.
- Sport Ireland works primarily with the 65 National Governing Bodies of sport (NGBs), their clubs and their 400,000 volunteer coaches and administrators to develop an effective sports structure. These NGBs, clubs and volunteers are the cornerstone of sport in Ireland.
- Sport Ireland also works with Community sport providers, primarily via the Local Sports Partnership Network. These communities are also central to the provision of sport in Ireland.
- The private/commercial sector and professional coaches have an increasing role in some aspects of sport provision.
- Traditional sports are at the core of sport participation and spectating in Ireland. However there is also an increasing diversity in the range of sports which people participate in.
- There are more places to take part in sport, including the outdoors, due to the investment by NGBs, the Sports Capital Programme, communities, Local Authorities and the commercial sector.
- 43% of the Irish population participate regularly in sport (1.6 million people).

The Changing Shape of Sport in Ireland

- Shifting demographic patterns including an aging population and growing urban population
- Engagement in sport continues to be lower for women, older people, lower socio-economic groups and those with disabilities
- Volunteers are essential to sport; it is a huge challenge to maintain levels of volunteerism
- Participants correctly have high expectations around coaching, facilities, governance and the overall quality of their experience
- There is a movement towards individual sports with a relative reduction in participation in team-based sports, and while clubs remains central to sport participation in Ireland, there is also a growing engagement with non club provision such as self-led, peer to peer and commercially led sports
- Irish people are more time-poor and this has implications for their opportunities to participate and volunteer in sport
- Expectations around quality, inclusion and ethics and governance in sport have risen and while welcome, this places pressure on the resourcing of sport and on sport volunteers





Our Process

Sport Ireland, under the terms of its establishing legislation, undertook to develop a new five year Statement of Strategy for the period of 2018 to 2022. The process was robust and involved all of the important components of successful strategy development including sectoral review, stakeholder engagement, dedicated sessions with the Board and executive and review of resources. The process generated many outputs. This document is a high level summary of the key matters arising. Sport Ireland wants to thank Humphrey Murphy of ILC (Irish Leisure Consultants) who supported the development of this Strategy.



Consultation Feedback



96%

OF NGBS AND LSPS
RATED THE IMPORTANCE
OF SPORT IRELAND
FUNDING AS 'VITAL'
OR 'IMPORTANT'



93%

OF NGBS AND LSPS
RATED THE IMPORTANCE
OF SPORT IRELAND
AS 'VITAL' OR
'IMPORTANT'



88%

OF NGBS AND LSPS
RATED THE QUALITY
OF THEIR RELATIONSHIP
WITH SPORT IRELAND
AS 'EXCELLENT'
OR 'GOOD'



84%

OF NGBS AND LSPS
RESPONDED THAT
SPORT IRELAND HAS
CAPABLE AND
ENGAGING STAFF



84%

OF NGBS AND LSPS
RESPONDED THAT
SPORT IRELAND
UNDERSTANDS THE
SPORT SECTOR

Appendix 1:

National Sports Policy

National Sports Policy

In Summer 2018 the Department of Transport, Tourism and Sport published the National Sports Policy 2018 - 2027. It is a wide ranging and ambitious national strategy which sets a new framework for the development of sport in Ireland for the next decade. Sport Ireland strongly endorses the National Sports Policy and, as the statutory agency responsible, will have a lead role in many of the key operational and strategic challenges contained within the Policy.

Sport Ireland's Statement of Strategy 2018 to 2022 was developed on a parallel timeline. The final part of the strategic planning process was to ensure that it was fully aligned with the National Sports Policy. In fact, on review it was clear that there is analytical and strategic consistency between the two documents across their values, principles and key identified strategic areas of operation.

Specifically Sport Ireland welcomes:

1. The commitments from Government on funding for the sports sector
2. The introduction of multi annual funding into the sector
3. The strong emphasis on participation in the policy
4. The commitment to the NGBs and LSPs
5. The move towards the establishment of an independent anti-doping agency
6. The need for engagement in sport and physical activity across national and local government

Sport Ireland has commenced a number of key initiatives as outlined in the National Sports Policy including:

1. Developing an Operational Plan to address all relevant recommendations
2. Exploring the expansion of the Sports Inclusion Disability Officers (SIDO) network
3. Developing a new High Performance Strategy for Ireland
4. Ensuring all supported organisations will be fully compliant with the Governance Code by the end of 2021
5. Supporting greater collaboration within the sports sector, specifically through the Dormant Account Fund
6. Constructing the Sport Ireland National Sports Campus in line with Project Ireland 2040

It should also be noted that many of the strategic initiatives set out in the Sport Ireland Statement of Strategy have been activated since the process commenced. These include expansion of services at the Sport Ireland Institute, working towards QQI accreditation for coaching qualifications and expanding capacity for Monitoring & Evaluation.

Appendix 2: Targets & Relevant Indicators

PARTICIPATION		GOAL: LIFELONG AND INCLUSIVE SPORT	
1	OBJECTIVES	MEASURES OF SUCCESS	
	Lead on the national ambition to increase the number of people participating in sport and physical activity.	a) Increase in % of population engaging in sport and physical activity as per the Irish Sports Monitor (ISM). (46% Adults) (Children TBD ¹) b) Development and implementation of a new Participation Plan.	
	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.	
	3	Build on existing proven structures whilst also seeking new and innovative approaches to increasing sport and physical activity and reducing inactivity.	
4	Greater access to participation opportunities, focused on reducing inequalities.	a) Development of a volunteering strategy as per the National Sports Policy. b) Development and implementation of a communications campaign to target specific population groups. c) Funding streams being used to foster social participation in sport by encouraging the development of strong community based organisations.	
	4	Build on existing proven structures whilst also seeking new and innovative approaches to increasing sport and physical activity and reducing inactivity.	
	4	Greater access to participation opportunities, focused on reducing inequalities.	
	4	a) Piloting of new, innovative programmes. b) The national roll out of successful pilot programmes following evaluation. c) Increase in the number of adults participating in outdoor recreational sporting activities ² .	
PERFORMANCE	Greater access to participation opportunities, focused on reducing inequalities.	a) Reduction in the active sport participation gradient between men and women to 2.5% . b) Focused investment to address the social gradients that exist in sports participation. c) Reduction in levels of sedentary adults to 19% .	
	OBJECTIVES	MEASURES OF SUCCESS	
	5	Build the performance pillar of Irish sport which is vital to active and competitive sportspeople.	
	6	Expanding the group of highly effective NGBs to 40.	
7	Identify priority sports that are more likely to have lasting benefits over the life course to receive greater investment over the strategy period.	a) Increase in reported NGB membership. b) Increase in % c) The provision of guidance and education to NGBs in the areas of Safeguarding, Ethics, Coaching and Anti-Doping. d) The provision of quality and relevant supports to our funded bodies through our Organisational Development & Change team.	
	7	Identify priority sports that are more likely to have lasting benefits over the life course to receive greater investment over the strategy period.	
	8	Develop Sport Ireland as the lead agency for sports education in Ireland.	
	8	a) NGB Compliance with the Code of Governance by 2021. b) The readiness of an NGB to deliver across Participation, Performance and High Performance pillars. c) The level of social participation and volunteering. d) Strong business models and financial stability in the NGB sector.	
8	Develop Sport Ireland as the lead agency for sports education in Ireland.	a) The level of funding for the identified priority sports. b) The participation rates for the priority sports. c) The reported membership rates and social participation in the priority sports.	
	8	Develop Sport Ireland as the lead agency for sports education in Ireland.	
	8	Develop Sport Ireland as the lead agency for sports education in Ireland.	
	8	a) Accreditation of coaching qualifications in line with the National Framework of Qualifications and QQI. b) Establishment and development of Coaching Development Programmes in 60 National Governing Bodies. c) Development and implementation of the National Coaching Plan 2019 as per the National Sports Policy.	

¹ Targets will be set following the publication of the 2018 Children's Sport Participation and Physical Activity (CSPPA) Study in 2019.

² Outdoor recreational sporting activities have become increasingly attractive for greater numbers of our population. These include recreational walking, cycling, kayaking, hill climbing etc.

HIGH PERFORMANCE		GOAL: REACHING IRELAND'S POTENTIAL AT THE HIGHEST LEVELS OF INTERNATIONAL COMPETITION	
	OBJECTIVES		MEASURES OF SUCCESS
9	More success and medals during the Olympic and Paralympic Cycle underpinned by a new investment framework for High Performance Sport.		<ul style="list-style-type: none"> a) 3 medals from 9 finalists in the Tokyo Olympic Games and 9 medals from 15 finalists at the Paralympic Games. b) 265 medals in Tokyo Olympic/Paralympic Cycle continuing the positive trend over previous cycles. The long term target of Sport Ireland is 290 medals by the end of the Los Angeles 2028 cycle as per the National Sports Policy. c) Development of a 12 year High Performance Strategy.
10	A world class environment at the Sport Ireland National Sports Campus.		<ul style="list-style-type: none"> a) Development of a new Master Plan for the National Sports Campus in 2019. b) Completion of National Indoor Arena Phase 2, a Velodrome and NGB & athlete accommodation on the National Sports Campus. c) Delivery of expert sports facilities management services at all times, in accordance with the Campus core principle and the wider Participation agenda.
11	Building and Maintaining a strong partnership approach between all key stakeholders in High Performance sport.		<ul style="list-style-type: none"> a) Open and effective dialogue with the performance leadership in each sport. b) Providing opportunities for the High Performance Community in Ireland to share best practice. c) The effective operation of the High Performance working group including representatives from Sport Northern Ireland, Olympic Federation of Ireland, Athletes Commission, NGBs, Paralympics Ireland, and the Department of Transport, Tourism and Sport.
12	Sport Ireland Institute will lead a system characterised by high standards in performance, leadership, coaching and services.		<ul style="list-style-type: none"> a) Delivery of world class services that impact the performance of Ireland's top athletes. b) Increased quality and quantity of learning opportunities at both an individual level and a collective High Performance Community level. c) Progression on actions within the <i>Sport Ireland Institute Strategy 2018 -2024</i>.
SPORT IRELAND GOVERNANCE		GOAL: DRIVE THE DEVELOPMENT OF A HIGHLY EFFECTIVE SPORTS SECTOR THAT WILL HAVE AN IMPACT THROUGHOUT THE COUNTRY	
	OBJECTIVES		MEASURES OF SUCCESS
13	Support Sport Ireland funded bodies in achieving uniformly high standards in the area of Corporate Governance.		<ul style="list-style-type: none"> a) Increase in the number of Sport Ireland funded bodies that comply with the Code of Governance. All 66 NGBs and 29 LSPs to comply by 2021. b) The provision of training and supports to Sport Ireland funded bodies building the capacity of the overall sector. c) Lead in the development of a sports sector workforce strategy as per the National Sports Policy.
14	Continue to operate Anti-Doping & Ethics functions to the very highest international standards in testing, education and research.		<ul style="list-style-type: none"> a) Maintenance of ISO certification and high procedural standards as verified by external and internal audits. b) Clarification on the future independent positioning of Anti-Doping within Sport Ireland. c) Act as an advocate for ethical sport in Ireland and internationally.
15	Expand the Research & Evaluation Programmes as a vital resource in the progressive development of sport and physical activity.		<ul style="list-style-type: none"> a) The quality and quantity of research published by Sport Ireland. b) Development of a Research Strategy as per the National Sports Policy. c) Development and implementation of enhanced Research and Evaluation frameworks within Sport Ireland.
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.		<ul style="list-style-type: none"> a) Sport Ireland will be equipped with the staff capacity of the requisite calibre to provide the quality leadership and administrative services to ensure the successful implementation of the Government's new National Sports Policy. b) Sport Ireland's compliance with the Code of Practice for the Governance of State Bodies.

Appendix 3:

Review of Sport Ireland 2016 Interim Strategy

In 2016 Sport Ireland prepared a condensed interim business strategy, pending finalisation of the long-term National Sports Policy by the Department of Transport, Tourism and Sport.

STRATEGIC PILLAR & GOAL	OUTCOME
Participation: Advance Sport Ireland's Participation Strategy	
An increase to 49% in the proportion of adults taking part in sport at least once a week by 2018.	<p>2018 Data to be available following completion of the next Irish Sports Monitor. The 2017 Irish Sports Monitor measures participation in sport at 43% indicating that participation in sport is unchanged in an improving economic environment where people may have more time pressures.</p> <p>The 2017 Irish Sports Monitor demonstrated that the proportion of people meeting the National Physical Activity Guidelines through taking part in sport or recreational walking slightly increased.</p>
A reduction to 11% in the proportion of sedentary adults ¹ by 2018.	<p>2018 Data to be available following completion of the next Irish Sports Monitor. The 2017 Irish Sports Monitor measures this rate at 13% unchanged since 2015.</p>
A reduction to 20% in the proportion of non-club participants among children by 2020.	No new measurement on this metric, awaiting publication of Children's Sport Participation and Physical Activity Study.
Increased participation in sport and recreational physical activity by women, lower socio-economic groups and individuals with a disability.	The 2017 Irish Sports Monitor reports that the gender gap is at its narrowest recorded (4.5%). All other gradients are static.
Capacity in the Sports Sector: Develop the Capacity and Capability of the Sports Sector	
Good practice governance within sports sector.	The Organisational Capacity and Change Unit has provided supports in HR and management to drive better governance in 50 organisations across the sports sector.
All funded bodies signed up to Governance Code for Community and Voluntary.	All NGBs are on the "Governance Journey" with complete implementation by 2021. By December 2018 18 funded bodies had fully adopted the Code.
All sports signed up to Just Sport Ireland or equivalent dispute resolution mechanism.	All funded bodies have a dispute resolution mechanism embedded in their rules and structures.
High quality coaching and sports tutor/leader environment in Ireland.	Sport Ireland Coaching have submitted an application to QQI for accreditation which will underpin progress in this area.

¹ This figure includes active commuting whilst the comparable figure in the National Sports Policy does not.

STRATEGIC PILLAR & GOAL	OUTCOME
High Performance: Develop and Sustain Ireland's High Performance System	
An increase in overall medal totals over successive quadrennial Olympic and Paralympic cycles at European, World, Olympic and Paralympic	255 medals in the 4 year Rio cycle, ahead of previous cycles (179, 109 and 62) 72 medals (2017) and 75 medals (2018) continues the positive trend.
9 finalists and 3 medals in 2016 Rio Olympics	14 top 10 finishes, 2 medals.
15 finalists and 5 medals in 2016 Paralympic Games.	22 top 8 finishes, 11 medals.
Sport Ireland National Sports Campus: Develop, operate and promote a world-class National Sports Campus in support of Irish sport at all levels	
Progress the National Sports Campus in line with the Master Plan as updated	Significant development of the Campus including, a new building for Sport Ireland, Cycling Ireland, the National Indoor Arena and Phase 2. A new Master Plan will be commissioned in 2019.
Manage, operate and maintain the Campus to a high standard	Achieved under new governance structure in place since 2016.
Promote the Campus as a resource available to individuals to participate at all levels	Achieved under new governance structure in place since 2016 and with availability of new facilities such as the National Indoor Arena and increased footfall across multiple facilities.





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