Sport Ireland Code of Governance and Business Conduct

(available on Sport Ireland's website www.sportireland.ie)

Version Control Table	
Document Name	Code of Governance & Business Conduct
Version	8.0
Document Owner	Secretary of Sport Ireland
Next Scheduled Review	Q2 2027
Change Log	
Version 1.0	Approved by Board in November 2015
Version 2.0	Approved by Board in December 2017
Version 3.0	Approved by Board in December 2018 *(Addition of Role of Chairperson, Gated Approval Process)*
Version 4.0	Approved by Board in October 2020 *(Additions to Functions of the Board, References to Culture, Addition of Values section, new guidance re gifts, Addition of References to Conflicts of Loyalty)*
Version 5.0	Approved by Board in February 2022 *(Changes re Conflict of Interest*)
Version 6.0	Approved by Board in February 2023 (*Changes to sections on Board Reserved Functions, Values, Gifts &Hospitality*).
Version 7.0	Approved by Board in September 2023 *(change to the threshold for Board approval of expenditure from €25,000 to €50,000 to align with the Public Procurement eTender threshold, reflected in paragraphs 6.4(c), 6.5, 6.15).*
Version 8.0	Approved by Board in June 2026 (*Updated to reflect governance alignment changes, including revised Reserved Functions and Delegated Authorities, the introduction of Group Governance Principles clarifying Sport Ireland and SIF DAC roles, and delegation enhancements. Additional updates formalise the Board Secretary role and existing conflict of interest cooling-off period arrangements.*

TABLE OF CONTENTS

Sport Ireland

Code of Governance and Business Conduct

PART A - PRELIMINARY

1 INTRODUCTION

1.1 This Code of Governance and Business Conduct (hereinafter referred to as the "**Code**") is intended to provide clear guidance to Sport Ireland, its Members and its staff in relation to (i) the governance of Sport Ireland and (ii) the conduct by Sport Ireland Members and staff in their relations with the public, other public agencies, applicants for and recipients of Sport Ireland funding, contractors and other service providers or traders. Sport Ireland requires that this Code of Conduct should also bind the members of subsidiaries and committees, which it has established to assist and advise it on matters relating to its functions.

1.2 Part B of the Code describes the governance of Sport Ireland, including its principal objects, those functions that are reserved to the Board itself and procedures for audit and risk management. It addresses a number of the matters required to be included in a briefing for each new Member of Sport Ireland.

1.3 Part C of the Code sets out Sport Ireland's Code of Business Conduct in accordance with the requirements of the Code of Practice for the Governance of State Bodies (2016 version). This establishes an agreed set of ethical principles guiding Sport Ireland in its work, to ensure that Members and staff meet or exceed the standards of public service performance required by law and by best practice.

2 DEFINITIONS

2.1 Unless the contrary intention appears from the context:

"Act"	means the Sport Ireland Act 2015;
"Audit & Risk Committee"	means the Audit & Risk Committee established pursuant to paragraph 14 of this Code;
"Board"	means the Board of Sport Ireland;
"Chairperson"	means the Chairperson of Sport Ireland from time to time;
"Chief Executive"	means the Chief Executive Officer of Sport Ireland as appointed under paragraph 10 of this Code;
"Code"	means this Code of Governance and Business Conduct;
"Committee"	means any committee that may be established by Sport Ireland from time to time to carry out particular delegated functions;

"Members"	means board members of Sport Ireland as appointed pursuant to *paragraph 2 of Schedule 1* of the Act and "**Member**" shall mean any one of them;
"Minister"	means the Minister for Culture, Communications and Sport;
"NGB"	means a national governing body of sport recognised by Sport Ireland;
"Secretary"	means the secretary of Sport Ireland;
"Staff"	means persons working for Sport Ireland from time to time, whether as employees, agency workers or under contracts for services;
"Responsible Person"	means the responsible person on Sport Ireland's Internal Audit team as defined in Sport Ireland's 'Procedures for making Protected Disclosures in the Workplace'
"Site"	means (a) the National Aquatic Centre, (b) the land which, immediately before the establishment day of Sport Ireland, was owned by the National Sports Campus Development Authority, and (c) any land acquired by Sport Ireland;
"SIF DAC"	Sport Ireland Facilities DAC (wholly owned subsidiary of Sport Ireland)
"sports campus"	means a campus of facilities for sporting activities, whether indoor or outdoor, and facilities and services to support such activities, which includes the National Aquatic Centre, the National Indoor Arena and may include playing pitches, sports training facilities, a stadium, a velodrome, administrative facilities for sport and medical and research facilities for sport.

PART B – GOVERNANCE

3 OBJECTS AND STANDARDS

3.1 The objects of Sport Ireland are:

(a) to develop strategies for increasing participation in recreational sport at national and local level and to co-ordinate the implementation of those strategies by all bodies (including public authorities and bodies funded from moneys provided by the Oireachtas) involved in promoting recreational sport and providing recreational facilities;

(b) to encourage the promotion, development and co-ordination of, and the achievement of excellence in, competitive sport;

(c) to support elite athletes in achieving excellence in sport;

(d) to facilitate, through the promulgation of guidelines and codes of practice, standards of good conduct, fair play and the elimination of doping in sport;

(e) to take such action as Sport Ireland considers appropriate, including testing, to combat doping in sport;

(f) to plan, implement, evaluate and monitor education and information programmes for good conduct, fair play and the elimination of doping in sport;

(g) in its capacity as the national anti-doping organisation in the State, to direct the collection of samples, to manage the testing and test results of samples and attend hearings, as required;

(h) to develop, or to continue the development of, a sports campus on the site;

(i) to manage, operate and maintain the sports campus referred to in *paragraph (h)*;

(j) to manage, operate and maintain any other facilities as may be approved by the Minister;

(k) to develop and disseminate guidelines and codes of practice promoting best practice for the protection of children in sport consistent with child protection legislation;

(l) to develop coaches and tutors at all levels in sport and, in co-operation with sporting bodies, to ensure that—

(i) quality-assured coach and tutor education programmes and qualifications are established and maintained to meet national requirements, and

(ii) those qualifications are recognised, where appropriate, within the National Framework of Qualifications;

(m) where the Minister so directs, to arrange for research to be conducted concerning competitive sport or recreational sport;

(n) to disseminate information concerning competitive sport or recreational sport;

(o) to encourage individuals and the private sector to contribute to the development of sport;

(p) to furnish and equip the sports campus, referred to in *paragraph (h)*, with such plant, machinery, equipment and apparatus as Sport Ireland considers appropriate;

(q) to encourage and promote the use of the sports campus, referred to in *paragraph (h)*, by—

(i) persons participating in sport at professional and amateur levels, and

(ii) members of the public generally.

(r) to perform any additional functions assigned to Sport Ireland under *section 9* of the Act.

3.2 Sport Ireland is responsible for determining the functions and resources required for the delivery of its objects and for organising itself accordingly.

3.3 As a public body, Sport Ireland is committed to realising the highest standards in the conduct of its business with the public and accordingly it will:

(a) promote high quality standards of service;

(b) promote equality and diversity;

(c) facilitate physical access;

(d) provide the public with information;

(e) serve the public in a timely and courteous way;

(f) deal effectively with complaints and complainants;

(g) deal fairly and equitably with appeals in respect of any of its decisions;

(h) ensure that service delivery meets the needs of the public; and

(i) promote co-ordination and coherence in service delivery.

4 PRINCIPLES OF GROUP GOVERNANCE

Sport Ireland operates a group governance model in respect of its wholly owned subsidiary, Sport Ireland Facilities DAC ("SIF DAC").

The following principles underpin the governance, oversight and operation of SIF DAC:

4.1 **Accountability:** Sport Ireland retains ultimate accountability for all functions carried out by SIF DAC, including the management and operation of the Sport Ireland Campus.

4.2 **Separate Legal Status:** SIF DAC operates as a separate legal entity, with its own Board (executive-led governance model) and statutory responsibilities under company law.

4.3 **Delegated Authority:** The Board of Sport Ireland may delegate authority to the SIF DAC Board to manage and deliver defined functions. Such delegation is formal, documented and subject to ongoing oversight.

4.4 **Best Interests of the Company:** Directors of the SIF DAC Board are required to act in the best interests of SIF DAC, while having due regard to the interests of Sport Ireland as sole shareholder.

4.5 **Reserved and Escalated Matters:** Certain matters remain reserved to the Board of Sport Ireland or require its approval, as set out in the Schedule of Reserved and Delegated Functions.

4.6 **Oversight and Assurance: Sport Ireland exercises oversight through:**

(a) Board reporting and assurance processes
(b) approval of strategic plans, budgets and major decisions
(c) audit, risk and governance frameworks

4.7 **Alignment and Coordination:** Appropriate mechanisms will be established to ensure alignment between Sport Ireland and SIF DAC in areas of shared interest, while recognising that operational approaches may differ where required.

4.8 **Asset Stewardship:** Sport Ireland retains responsibility for the long-term stewardship, development and condition of strategic assets, including the Sport Ireland Campus, regardless of the operational arrangements in place.

Further detail on the application of these principles is set out in the Schedule of Reserved Functions (Section 7) and Delegated Authority (Section 8) and associated governance documents.

5 MEMBERSHIP

5.1 Membership of Sport Ireland shall be determined in accordance with *paragraph 2 of Schedule 1* of the Act.

5.2 The Members will meet regularly, exercise full and effective control over the activities of Sport Ireland and monitor executive management and performance.

5.3 The Members will take steps to ensure that the Chairperson keeps the Minister advised of important matters arising in respect of Sport Ireland.

5.4 All Members will have access to the advice and services of the Secretary ~~of Sport Ireland~~, who is responsible to the Board for ensuring that Sport Ireland procedures are followed and that applicable rules and regulations are complied with. The appointment, removal or replacement of the Secretary will be a matter for the Board as a whole.

5.5 The Members are responsible for Sport Ireland's compliance with all statutory obligations that may be set out in the Act or in other relevant legislation. The Members should satisfy themselves that all such obligations are identified by or made known to them.

5.6 The Members are required to confirm annually to the Minister that Sport Ireland has a system of internal control in place.

5.7 The Members shall bring their independent judgement to bear on issues of strategy, performance, resources, key appointments, and standards of conduct. Any business or other interests that could affect a Member's independence are to be dealt with in accordance with Part C of the Code.

6 THE BOARD

6.1 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.

6.2 The Board should fulfil key functions, including: reviewing and guiding strategic direction and major plans of action, risk management policies and procedures, annual budgets and business plans, setting performance objectives, monitoring implementation and Sport Ireland's performance and culture, and overseeing major capital expenditure and investment decisions.

6.3 The Board shall conduct its business through a culture of integrity and ethical behaviour and in accordance with this Code and any procedures referenced herein. The primary role of the Board in plenary session shall be to decide matters of policy, strategy, finance and procedure, to analyse and review the various activities of Sport Ireland and its Staff, to consider recommendations from Committees or other delegated authorities concerning the criteria for awarding financial assistance and to consider applications for financial assistance.

6.4 When the Board has determined the overall allocation of funds between different programmes of expenditure, decisions on applications for financial assistance normally shall be made by (i) Committees set up from time to time in accordance with the Code and any relevant procedures or (ii) by the Chief Executive, subject always to any directions of the Board from time to time.

6.5 The Board will at all times comply with the principle of the collective responsibility and authority of Sport Ireland as a body corporate. It will act to prevent individual Members from exercising excessive influence on Board decision-making, while allowing each Member every opportunity to contribute fully to Board deliberations.

6.6 The Board will take appropriate steps to ensure that it is supplied in a timely fashion with such information as is necessary or desirable to enable Members to discharge their duties satisfactorily.

6.7 The Board may, by Board resolution, lay down formal procedures whereby Members, in the furtherance of their duties, may take independent professional advice at the reasonable expense of Sport Ireland.

6.8 The Board shall ensure that decisions on major items of expenditure, as set out Schedule of Reserved and Delegated Matters (Appendix A) shall be aligned with medium and long-term strategies so as to ensure that such expenditure is focused on clearly defined objectives and outcomes.

6.9 The Board shall adopt a statement of strategy for a period of five years ahead. Implementation of the strategy by Sport Ireland shall be supported through an annual planning and budgeting cycle. The Board will review the annual plan and budget and should formally consider an evaluation of performance by reference to the plan and budget on an annual basis and reflect this, as appropriate, in the annual report.

6.10 The Board shall implement appropriate performance measurement systems to assess the effectiveness/outcome of major items of expenditure, as set out in the Schedule of Reserved and Delegated Matters (Appendix A), and ensure that these measurement systems are monitored on an ongoing basis by the Board.

6.11 The Board will annually consult with the Minister to:

(a) define the expectations that the Minister has of Sport Ireland (and Sport Ireland's own expectations);

(b) clarify Sport Ireland's role in relation to policy development in the area of sport; and

(c) define the parameters surrounding Sport Ireland's resources/income.

6.12 The Board shall undertake an annual self-assessment evaluation of its own performance and that of its committees. An external evaluation will be carried out at least every three years.

6.13 In addition, each Member is individually responsible for:

(a) on appointment to the Board furnishing to the Secretary details relating to his/her employment and all other business interests including shareholdings, professional relationships, etc. which could involve a conflict of interest or could materially influence the member in relation to the performance of his functions as a member of the Board.

(b) complying with all aspects of this Code of Governance and Business Conduct, which includes their declaration of all relevant interests.

(c) informing the Board, via the Chairperson, of any new appointments they accept which may impinge on, or conflict with, their duties as a Member.
(d) acting in good faith and in the best interests of the Board.
(e) observing the highest standards of honesty and integrity in accordance with Sport Ireland's Values as set out at paragraph 23.1.
(f) not disclosing, without the consent of the Board, save in accordance with law, any information obtained by him or her while performing duties as a Member.
(g) responding to any information requests made directly to him or her, relating to the activities of the Board, including referring any request to the Chairperson (or the Secretary on his or her behalf) for appropriate processing.
(h) not misusing information gained in the course of their public service for personal gain or political purpose.

7 RESERVED FUNCTIONS

The Board of Sport Ireland retains responsibility for all matters necessary to ensure that the effective governance, oversight and stewardship of the organisation and its subsidiaries.

In accordance with the Principles of Group Governance, the Board reserves to itself those matters which are strategic, material, or relate to its accountability as a State Agency. All other matters are delegated in accordance with the Schedule of Delegated Authority.

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

7.1 **Governance and Leadership:**

(a) 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;
(b) delegation of authority to the Chief Executive to perform the functions and assessment of his/her performance;
(c) receiving and considering regular reports from the Chief Executive on all major elements of Sport Ireland's activities, including the activities and performance of Sport Ireland Facilities DAC;

7.2 **Strategy and Direction:**

(a) 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;
(b) approval of any significant extension of the activities of Sport Ireland and its subsidiaries, into new areas of operation that fall outside the approved strategy, or the cessation to operate all or any material part of Sport Ireland/ Sport Ireland Facilities DAC.

7.3 **Financial Oversight and Capital:**

(a) adoption of an annual budget and corporate plan of Sport Ireland and Sport Ireland Facilities DAC on notification of the actual level of available income, setting guidelines for budget variance and monitoring expenditure on a quarterly basis;
(b) approval of major capital expenditure, projects and contractual commitments above defined thresholds;

(c) approval of grant funding frameworks, funding schemes and overall investment allocations, including material grant awards above defined thresholds;
(d) approval of significant acquisitions, disposals and retirement of assets above defined thresholds;
(e) approval of all major contracts, leases and arrangements above defined thresholds;

Note: Detailed financial thresholds and approval levels are set out in Appendix A.

7.4 **Governance, Risk and Assurance:**

(a) approval of Annual Reports, Financial Statements, Statements on Internal Control and Assurance Frameworks of Sport Ireland and Sport Ireland Facilities DAC;
(b) adoption of audit and risk management policies and monitoring and reporting as required on their implementation;
(c) approval of Sport Ireland's and Sport Ireland Facilities DAC's governance framework and financial policies and procedures;

7.5 **People and Remuneration:**

(a) Establishing and approving the remuneration policy, aligned with Government guidelines, including the framework and pension benefits applicable to staff of Sport Ireland and Sport Ireland Facilities DAC (which may require Ministerial approval), and monitoring the implementation of that policy;
(b) approval of significant amendments to remuneration, pension benefits and employment conditions of the Chief Executive and other Staff of Sport Ireland and Sport Ireland Facilities DAC;
(c) approval of assurances of compliance with statutory and administrative requirements in relation to staffing.
(d) setting and monitoring organisational culture, values and behaviours across the Group, and obtaining assurance that operations are aligned with these;

7.6 **Subsidiary Governance – Sport Ireland Facilities DAC**

(a) appointment or removal of Directors of the Board of Sport Ireland Facilities DAC;
(b) nomination of the Chairperson of the Board of Sport Ireland Facilities DAC.
(c) approval of the Strategic Plan of Sport Ireland Facilities DAC, on the recommendation of its Board;
(d) approval of amendments to the Sport Ireland Facilities DAC's constitution or licence.
(e) approval of all Sport Ireland Facilities DAC borrowings, including overdraft facilities.
(f) approval of capital projects at the Sport Ireland Campus site which materially amend the approved Campus Masterplan.
(g) the appointment of a Chief Operating Officer (or equivalent) to manage and direct the activities of the Sport Ireland Facilities DAC, on the recommendation of its Board;
(h) approval of matters relating to Sport Ireland Facilities DAC which require Ministerial consent.

7.7 **Material Escalation and Oversight:**

(a) Approval of litigation, disputes or settlements with material financial or reputational impact on Sport Ireland and/or Sport Ireland facilities DAC;
(b) approval of decisions to suspend, withhold or restore funding to a grantee organisation at material levels;
(c) approval of recognition of National Governing Bodies;
(d) approval of the establishment of new subsidiaries;

7.8 **Governance Framework:**

(a) determining the procedures to be followed at Board's meetings (and exceptionally when decisions are required between Board meetings) in the form of approving 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;
(b) 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[1].
(c) reviewing and approving the Code of Governance and Business Conduct, ensuring that it is updated regularly in response to evolving governance obligations or circumstances.
(d) reviewing annually the effectiveness of governance arrangements and approving changes as required;

8 DELEGATED AUTHORITY (SPORT IRELAND FACILITIES DAC BOARD)

The Board of Sport Ireland delegates authority to the Board of Sport Ireland Facilities DAC to manage and deliver the operational activities of the Company within a defined system of oversight and reserved matters, in accordance with the Principles of Group Governance.

The Board of Sport Ireland Facilities DAC shall exercise this authority within the limits set out in this Code and the Schedule of Reserved and Delegated Matters (Appendix A).

Where a matter requires the approval or consent of Sport Ireland, the Board of Sport Ireland Facilities DAC shall make a recommendation for determination by Sport Ireland.

The Board of Sport Ireland Facilities DAC must act in the best interests of the Company, while having due regard to the interests of Sport Ireland as sole shareholder.

Sport Ireland may issue a direction in writing on any matter relating to Sport Ireland Facilities DAC, and the Board of the Company shall comply or secure compliance with such direction in a manner consistent with the Directors' statutory and fiduciary duties.

The functions delegated to the Sport Ireland Facilities DAC Board shall include (save to the extent otherwise determined by the Board) the following matters:

8.1 **Operational Delivery and Performance:**

(a) management, operation and maintenance of the Sport Ireland Campus and associated programmes;
(b) delivery of the Strategic Plan and implementation plans as approved by Sport Ireland;
(c) defining and monitoring performance indicators and delivery outcomes;

8.2 **Executive Management:**

(a) establishing the processes whereby it recruits a Chief Operating Officer (or equivalent), sets his/her job description and terms of appointment, subject to the approval of the Board of Sport Ireland;

[1] In accordance with Sport Ireland's Standing Orders the Board shall appoint and remove the Chairpersons and members of all Sport Ireland Committees. The maximum term of appointment to a Committee (and the Board of Sport Ireland Facilities DAC) is eight years, unless otherwise approved by the Board.

(b) delegation of authority to the Chief Operating Officer (or equivalent) to perform the functions outlined. The Chief Operating Officer shall be responsible for the day-to-day management and operation of the Company, under the direction of Sport Ireland's Chief Executive;
(c) receiving and considering regular reports on all major elements of the Company's activities;

8.3 **Financial Management:**
(a) adoption and management of the annual budget, subject to approval by Sport Ireland;
(b) approval of expenditure, procurement processes and contractual commitments within delegated thresholds;
(c) approval of pricing strategies, fee structures and adjustments for programmes, services and facilities, within delegated thresholds and in accordance with the approved business plan.
(d) monitoring financial performance and reporting to Sport Ireland;

Note: Detailed financial thresholds and approval levels are set out in Appendix A.

8.4 **Governance, Risk and Compliance:**
(a) appointment or removal of Directors in accordance with the Company's Memorandum and Articles of Association, and subject to approval by the Board of Sport Ireland;
(b) establishment of Committees to support the effective operation of the Company's Board;
(c) approval of their terms of reference and governance arrangements;
(d) adoption and implementation of risk management, audit and internal control frameworks in alignment with Sport Ireland policies;
(e) approval of Company-level policies, aligned to Sport Ireland where appropriate.

8.5 **Reporting and Assurance:**
(a) preparation of financial statements and governance statements for submission to Sport Ireland;
(b) provision of regular reports to Sport Ireland to support oversight and assurance;

8.6 **Escalation:**
The Board of Sport Ireland Facilities DAC shall escalate to the Board of Sport Ireland:
(a) matters exceeding delegated financial thresholds;
(b) matters requiring approval under the Schedule of Reserved Matters;
(c) matters with material financial, strategic or reputational impact;
(d) any proposed deviation from approved strategy, budget or policy.

8.7 **Limitation of Authority:** For the avoidance of doubt, the Board of the Company shall not approve any matter reserved to Sport Ireland without prior approval through the appropriate governance structure.

9 THE CHAIRPERSON

9.1 The Chairperson is responsible for leadership of the Board and ensuring its effectiveness on all aspects of its role.

9.2 The Chairperson shall display high standards of integrity and probity and set expectations regarding culture, values, and behaviours for Sport Ireland and the tone of discussions at Board level.

9.3 The Chairperson shall keep the Minister advised of important matters arising in respect of Sport Ireland.

9.4 The Chairperson shall manage meetings of Sport Ireland effectively, and in accordance with the Standing Orders as the Board may approve from time to time.

9.5 The Chairperson and the Chief Executive are responsible for the effective management of the Board's agenda and ensuring that adequate time is available for discussion of all agenda items, in particular strategic issues. The Chairperson and the Chief Executive will discuss and agree the agenda in advance of the Board meeting.

9.6 The Chairperson will promote a culture of openness and debate by facilitating the effective contribution of key staff and all Board members. Dialogue which is both constructive and challenging is essential to the effective functioning of the Board.

9.7 The Chairperson is responsible for ensuring that the Board receive accurate, timely and clear information. The Chairperson will ensure effective communication with all relevant stakeholders.

9.8 Where the Chairperson is of the view that specific skills are required on the Board, he/she will advise the Minister of this view for his/her consideration sufficiently in advance of a time when Board vacancies are due to arise.

9.9 Under the direction of the Chairperson, the responsibilities of the Secretary include good information flows within the Board and its committees and between senior staff and Board Members, as well as facilitating induction, mentoring and assisting with ongoing professional development as required.

9.10 The Chairperson of Sport Ireland will furnish to the Minister in conjunction with the annual report and financial statements of Sport Ireland, a comprehensive report to the Minister covering Sport Ireland, in accordance with paragraph 1.9 of the Business and Financial Reporting Requirements in the Code of Practice for the Governance of State Bodies.

9.11 The Chairperson's report to the relevant Minister regarding the system of internal control will be included in the annual report of Sport Ireland. This statement will be reviewed by the external auditors to confirm that it reflects Sport Ireland's compliance with the Code of Practice for the Governance of State Bodies specifically paragraph 1.9(iv) and is consistent with the information of which they are aware from their audit of the financial statements. The external auditor will include their report on this matter in their audit report on the financial statements.

9.12 An individual being proposed by the Minister for appointment as Chairperson of Sport Ireland is required to make themselves available to the Oireachtas Committee on Tourism, Culture, Arts, Gaeltacht, Sport and Media (or equivalent) to discuss the approach they will take to their role as Chairperson and their views about the future contribution of Sport Ireland or the Board.

9.13 The Chairperson shall advise the Minister of his/her views in relation to the appointment of chairpersons of Sport Ireland committees, in accordance with paragraph 6 of Schedule 1 of the Act.

9.14 The Chairperson shall address any Members' reports of a serious weakness in controls, or Members' concerns about possible illegality or fraud occurring in Sport Ireland, in a timely and appropriate manner.

9.15 The Chairperson shall have authority to approve the Chief Executive's allocation or expenditure of Sport Ireland funds in cases of emergency, in accordance with the provisions of paragraph 10.3.

9.16 The Chairperson shall advise the Chief Executive of his views prior to the nomination of a member of staff to act as Chief Executive due to an absence from the office for prolonged periods, in accordance with the provisions of paragraph 10.6.

9.17 The Chairperson will implement Government pay policy as determined from time to time in relation to Sport Ireland Staff including, as appropriate, the Chief Executive, in accordance with the provisions of paragraph 17.2.

9.18 The Chairperson shall have the authority to formally disclose Sport Ireland's position on any matter to the media, in accordance with the provisions of paragraph 19.

9.19 The Chairperson shall have authority to approve the release of proprietary or confidential information to third parties by Members, in accordance with the provisions of paragraph 25.1.

9.20 The Chairperson shall have authority to determine questions relating to the interests of a Member, in accordance with the provision of paragraph 27.

9.21 The Chairperson shall have authority, in consultation with the Chief Executive, to determine whether exceptional circumstances exist surrounding the purchase of goods or services from any Member or company with which any Member is employed or otherwise interested, in accordance with the provision of paragraph 27.7.

10 THE CHIEF EXECUTIVE

10.1 **Role:** The Board is responsible for appointing the Chief Executive in accordance with *section 22* of the Act. The Chief Executive is responsible for:

(a) carrying on, managing and generally controlling the administration and business of Sport Ireland;

(b) supplying the Minister with such information relating to the performance of his or her functions and the implementation of the Minister's policies and priorities as the Minister may require;

(c) performing such other functions as the Board may determine from time to time.

(d) fulfilling the functions of the Chairperson of Sport Ireland Facilities DAC, in accordance with the governance arrangements approved by Sport Ireland.

10.2 **Term:** The Chief Executive shall be employed under a written contract of employment incorporating such terms and conditions as may be approved by the Minister and the Minister for Public Expenditure and Reform.

10.3 **Delegated Authority:** Notwithstanding the provisions relating to Reserved and Delegated Matters, the Chief Executive shall have the following authority:

(a) **Emergency Expenditure:** to sanction the allocation or expenditure of Sport Ireland funds in cases of emergency, subject always to the Chairperson having approved each such allocation. Each such allocation must be consistent in any event with the objects of Sport Ireland as set out in paragraph 3 above. In the event of any such emergency allocation or expenditure of funds the Board will be fully informed of all relevant details, including the recipient and the amount thereof and the circumstances which constituted the emergency, at its next meeting.

(b) **Advance Funding:** to pay to those NGBs and other organisations that operate on an ongoing basis up to 50% of their previous year's allocation in advance of formal approval by the Board, where required to ensure continuity of operations. Such payments shall be consistent with existing policy and funding frameworks and be reported to the Board at its next meeting.

(c) **Expenditure and Grant Approval:** to authorise expenditure and grant allocations below the thresholds set out in the Schedule of Reserved and Delegated Matters (Appendix A), provided the expenditure is within approved budget and consistent with existing policy guidelines and funding frameworks and grant criteria. The Board shall be subsequently informed of such decisions through regular reporting.

(d) **Funding Intervention:** to suspend, withhold or restore funding to a sports body in receipt of a grant within the thresholds set out in Appendix A, where this is required for regulatory, compliance, governance or performance reasons. All such decisions shall be supported by appropriate documentation and be reported to the Board at the next available meeting.

10.4 **Limitation of Authority:** For the avoidance of doubt, the Chief Executive shall not approve any expenditure or grant allocation exceeding the thresholds set out in Appendix A without prior approval through the appropriate governance structure.

10.5 **Staff Appointments:** The appointment of Staff other than the Chief Executive and Sport Ireland Facilities DAC Chief Operations Officer (or equivalent) will be delegated to the Chief Executive under the terms of a recruitment policy to be approved by the Board. The Chief Executive will assure the Board 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.

10.6 **Acting Chief Executive:** The Chief Executive, whenever absent from the office for prolonged periods because of illness or otherwise, shall nominate, in consultation with the Chairperson, a member of Staff to act as Chief Executive for the duration of any such period. The person so nominated shall be subject to the same terms and conditions applicable to the Chief Executive for the duration of the substitution period, save to the extent otherwise determined by the Board.

10.7 **Contracts under Frameworks:** Notwithstanding the Schedule of Reserved and Delegated Matters (Appendix A), the Chief Executive shall have the power to award individual contracts under an established Framework for Services. The Board will be fully updated on any individual contracts at its next meeting.

10.8 **Sport Ireland Facilities DAC COO Management:** The Chief Executive shall have the authority to act as line manager for the Chief Operations Officer (or equivalent) of Sport Ireland Facilities DAC, including performance management.

11 THE SECRETARY

11.1 The Secretary shall serve as a trusted governance advisor to both the Chairperson and Chief Executive, and shall support the Chairperson and the Board in the effective operation of Board governance, ensuring that Board procedures and processes are conducted in accordance with the Code of Practice for the Governance of State Bodies and Sport Ireland Act, 2015.

11.2 The Secretary is responsible for fostering and maintaining Sport Ireland's strong corporate governance framework in line with evolving public sector requirements and best practice standards, while keeping all governance arrangements under continuous review and ensuring the Board is fully informed of relevant developments and their implications.

11.3 The Secretary acts as principal administrative officer, maintains registers and minute books and oversees of the implementation and updating of key governance policies and procedures, acting as the central custodian of good governance across the organisation.

11.4 Specific functions and responsibilities of the Secretary shall include:

(e) providing advice and services to all Members, ensuring that Sport Ireland procedures are followed and that applicable rules and regulations are complied with, in accordance with paragraph 5.4.
(f) receiving and maintaining records of Members' declared employment, business interests, and potential conflicts of interest submitted upon appointment, in accordance with paragraph 6.13(a).
(g) where acting on behalf of the Chairperson, processing or coordinating responses to information requests relating to the activities of the Board, in accordance with paragraph 6.13(g).
(h) under the direction of the Chairperson, ensuring effective information flows within the Board and its Committees and between senior staff and Board Members, and facilitating induction, mentoring, and ongoing professional development for Members as required, in accordance with paragraph 9.9.
(i) providing newly appointed Members with the required information set out for induction and onboarding, in accordance with paragraph 12.1.
(j) receiving and managing the return or certified disposal confirmation of all documentation from former Board Members, in accordance with paragraph 13.3.
(k) receiving reports of suspected irregularities from Members and Staff and ensuring that such matters are appropriately investigated, in accordance with paragraph 24.6.
(l) acting as the first point of referral for Members regarding data protection matters and requests relating to information subject to the Data Protection Act 2018, in accordance with paragraph 25.2.
(m) receiving and handling all requests for access to records of Sport Ireland, in accordance with paragraph 25.3.
(n) receiving annual written statements of interests from Members, including those relating to connected persons, in accordance with paragraph 27.11.
(o) maintaining and updating a confidential register of Members' interests, ensuring its annual review, recording interim changes as notified, and restricting access to authorised persons only, in accordance with paragraph 27.12.
(p) receiving and managing the return of documents relating to Members' interests or connected persons at the earliest opportunity, in accordance with paragraph 27.19.
(q) safekeeping of Sport Ireland's seal.

12 BRIEFING FOR NEW MEMBERS

12.1 On the appointment of a new Member, the Secretary will provide him or her with the following information:

(a) a copy of this Code;

(b) procedures for obtaining information on relevant legislation and public regulations;

(c) copies of the standing orders then in force pursuant to paragraph 7.8(a) above;

(d) a schedule detailing the composition of all Committees and working groups and their terms of reference;

(e) a statement explaining the Member's responsibilities in relation to the preparation of the financial statements, Sport Ireland's system of internal control and audit and for reporting on Sport Ireland as a going concern with supporting assumptions or qualifications as necessary;

(f) a statement informing the Member that they have access to the advice and services of the Secretary, who is responsible to the Board for ensuring that its procedures are followed and that applicable rules and regulations are complied with;

(g) such further information about Sport Ireland and its work as the Board may stipulate from time to time; and

(h) a copy of Sport Ireland's Risk Management Policy and Risk Register

(i) a copy of the most up to date version of the "Code of Practice for the Governance of State Bodies" together with any relevant circulars and/or guidance notes.

13 FORMER MEMBERS AND EMPLOYEES

13.1 Former Members will treat commercial information received while acting in that capacity as confidential.

13.2 Former employees and former Members have obligations to Sport Ireland regarding the non-disclosure of privileged or confidential information that extend beyond the cessation of membership or employment with Sport Ireland. Those obligations may arise pursuant to a staff member's terms and conditions of employment or otherwise (including by operation of law).

13.3 Former Members should not retain documentation obtained during their terms as a Board member and should return such documentation to the Secretary or otherwise indicate to the Secretary that all such documentation in their possession has been disposed of in an appropriate manner.

13.4 Sport Ireland may consider in appropriate cases prohibiting, during a reasonable period of time after leaving Sport Ireland, the acceptance by former members and employees of subsequent employment which gives rise to the potential for conflicts of interest.

14 FINANCE AND INTERNAL AUDIT

14.1 Sport Ireland will maintain an internal audit function which, through the Audit & Risk Committee, will report to the Board on its activities.

14.2 While the Board establishes the Audit & Risk Committee to assist with its consideration of issues relating to audit, governance and risk management, the Board maintains responsibility for and makes the final decisions on all of these areas.

14.3 The Audit & Risk Committee will consist of at least three Members of the Board to be nominated by the Board and to be chaired by a Member other than the Chairperson, with written terms of reference that deal clearly with its authority and duties. The Board will satisfy itself that at least one member of the Audit & Risk Committee has recent and relevant financial experience.

14.4 The Audit & Risk Committee from time to time may invite members from outside Sport Ireland to augment its range of backgrounds and experience and may also appoint suitably qualified specialists as advisors.

14.5 The membership and terms of reference of the Audit & Risk Committee will be reviewed periodically by the Board and updated as appropriate.

14.6 The Members will review annually the effectiveness of Sport Ireland's systems of internal controls, including financial, operational and compliance controls and risk management.

14.7 The Audit & Risk Committee has explicit authority to investigate any matters within the Audit & Risk Committee's terms of reference and will be provided with any resources which it needs to do so and full access to information.

14.8 The Audit & Risk Committee may obtain outside professional advice and, if necessary, invite external persons with relevant experience to attend meetings.

14.9 The Board is responsible for compliance with all statutory obligations applicable to Sport Ireland including the Protected Disclosures Act 2014. Sport Ireland has established procedures for the making of protected disclosures by workers who are or were employed by Sport Ireland and for dealing with such disclosures.

14.10 A worker should make a disclosure to the "Responsible Person" if, in their reasonable belief, any of the wrongdoings outlined in section 5 of Sport Ireland's "Procedures for making Protected Disclosures in the Workplace" has occurred, is occurring or is likely to occur or there has been a breach of Sport Ireland's guidance such that harm may be arising to others or to Sport Ireland.

14.11 Any reports to the "Responsible Person" shall be treated in accordance with Procedures for making protected disclosures in the workplace, as approved by the Board.

15 RISK MANAGEMENT

15.1 Key elements of the Board's oversight of risk management include:

(a) Establishing an Audit & Risk Committee to give an independent view in relation to risks and risk management systems;

(b) making risk management a standing item on the Board meeting agenda;

(c) advising the relevant Minister of the need to include risk management experience/expertise in the competencies of at least one Board member. Where composition of the Board does not allow for this, expert advice should be sought externally;

(d) appointing a Chief Risk Officer, and providing for a direct reporting line to the Board to identify, measure and manage risk and promote a risk management culture in the organisation;

(e) approving the risk management policy, setting Sport Ireland's risk appetite, and approving the risk management plan and risk register at least annually;

(f) reviewing management reporting on risk management and noting or approving actions as appropriate;

(g) requiring external review of effectiveness of risk management framework on a periodic basis;

(h) confirm in the annual report that the Board has carried out an assessment of Sport Ireland's principal risks, including a description of these risks, where appropriate, and associated mitigation measures or strategies.

15.2 The Audit & Risk Committee will provide an independent and objective appraisal service to the Board and particularly to the Chief Executive Officer by evaluating the effectiveness of risk management, internal control and governance arrangements within Sport Ireland (including any subsidiaries of Sport Ireland) and within those organisations funded and supported by Sport Ireland.

15.3 The Audit & Risk Committee will make risk management a standing item on the Committee's meeting agenda and will include risk management in the Internal Audit Charter.

16 EXTERNAL AUDIT

16.1 The Board is responsible for ensuring that a balanced and understandable assessment of Sport Ireland's position is made in presenting its annual report and financial statements to the Minister.

16.2 The Members will state in Sport Ireland's annual report that they are responsible for preparing the financial statements. They will report that Sport Ireland is a going concern, with such supporting assumptions or qualifications as may be necessary. The annual report will also include a statement by the external auditors about their reporting responsibilities. The Board will ensure that appropriate procedures are in place for maintaining an effective relationship between Sport Ireland and its external auditors.

16.3 The Audit & Risk Committee will seek to meet with Sport Ireland's auditors at least once a year, without staff of Sport Ireland present, to ensure that there are no unresolved issues of concern.

17 REMUNERATION

17.1 The Board will ensure that any fees paid to the Chairperson or Members are at the applicable rate authorised by the Minister.

17.2 The Chairperson and the Board are required to implement Government pay policy as determined from time to time in relation to its Staff including, as appropriate, the Chief Executive.

17.3 The Minister should be consulted in a timely manner on any pay proposals or likely developments which could have significant implications for:

(a) general Government pay policy;
(b) Sport Ireland's finances;
(c) charges for goods or services provided; and/or
(d) other areas of the public sector.

17.4 No more than one fee will be payable to a person in respect of service on the Board of Sport Ireland, any subsidiary, and one or more Committees.

17.5 The Board will adhere strictly to the arrangements recommended by the Review Body on Higher Remuneration in relation to the retention or surrender by the Chief Executive of fees for directorships payable to him/her.

17.6 As part of the reporting arrangement put in place under the Code of Practice for the Governance of State Bodies, the Chairperson of Sport Ireland will each year submit a report affirming that the above guidelines are being complied with.

18 PROTOCOL FOR MEMBERS TO REPORT TO THE MINISTER

18.1 Where a Member has concerns that a serious issue is not being addressed to his or her satisfaction by the Chairperson, he or she should take the following steps:

(a) In the first instance request that the area of concern be noted in the minutes and action requested to address the matter;

(b) Where appropriate consult with the Chairperson of the Audit & Risk Committee and/or seek their support in addressing the matter with the Chairperson;

(c) If, following such approaches, the Chairperson will not agree to go to the Minister, the Member should advise the Chairperson that he/she plans to brief the Secretary General of the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media in the matter with a view to informing the Minister;

(d) Where it is decided to proceed directly to the Minister, the Chairperson should be notified of this.

18.2 Occasions when information must be conveyed directly to the relevant Minister without delay

The Minister must be notified without delay where:

(a) There are serious weakness in controls that have not been addressed despite being drawn to the attention of the Board or the Chairperson;

(b) There is a significant strategic or reputational risk to Sport Ireland that is not being addressed despite being drawn to the attention of the Board or the Chairperson;

(c) There are serious concerns about possible illegality or fraud occurring in Sport Ireland. A Member may have obligations under company law (if it applies) in situations where a company is not being conducted in accordance with law - this may require that action be taken in addition to reporting matters to the Minister.

19 COMMUNICATIONS POLICY

19.1 Except as agreed otherwise by the Board, decisions of the Board shall normally be communicated to interested parties (such as recipients of funding) by Sport Ireland’s staff. The formal position on any matter may be disclosed to the media only by the Chairperson, the Chief Executive or a member of the Board or its staff so authorised by either of them (except as provided for by the Freedom of Information Act, 2014).

19.2 All Members and Staff are required to be familiar and comply with Sport Ireland’s policy on use of social media/social networking sites.

20 DISPOSAL OF STATE ASSETS & ACCESS TO ASSETS BY THIRD PARTIES

20.1 The Board should ensure that arrangements are in place such that the disposal of assets of Sport Ireland or the granting of access to property or infrastructure for commercial arrangements are at a fair market-related price.

20.2 Disposals or grants of access with an anticipated value at or above a threshold level of €150,000 should be by auction or competitive tendering process, other than in exceptional circumstances.

20.3 If an auction or competitive tendering process takes place and the highest bid is not accepted, then specific Board approval is required before the disposal of the asset or granting of access to property or infrastructure for commercial arrangements with third parties can be completed.

20.4 Where an auction or competitive tendering process is not used and the agreed price is €150,000 or more, then specific Board approval is required before negotiations start and also before the disposal of the asset or granting of access to property or infrastructure for commercial joint venture arrangement with third parties can be completed.

20.5 No disposal of an asset or grant of access to property or infrastructure for commercial arrangements with third parties should be completed until the officer authorising the disposal or grant of access has certified formally that (i) Board approval is not necessary, with the reasons, or (ii) Board approval, where necessary, has been obtained.

20.6 Disposal of assets to Members, employees and staff, or their families or connected persons should, as with all disposals, be at a fair market-related price. A record of all such disposals to such persons should be noted in a register kept for this purpose (minor disposals below €5,000, may be omitted from the register). This register shall be available for inspection, if requested, by the Board or by any Member.

20.7 Details of all disposals of assets or grants of access to property or infrastructure for commercial arrangements with third parties (save for connected third parties which is dealt with in paragraph 20.6) below the threshold of €150,000 without auction or competitive tendering process should be formally reported to the Board, including the paid price and the name of the buyer, on an annual basis.

20.8 Details of and explanations for the disposals of assets or grants of access to property or infrastructure for commercial arrangements with third parties above the threshold of €150,000 which have not been subject to auction or competitive tendering process should be included in the Chairperson's comprehensive report to the Minister.

21 USE OF THE SEAL

21.1 The Seal shall be kept in the custody of the Secretary and shall be affixed only where appropriate and with the authority of the Board.

21.2 The seal of Sport Ireland shall be authenticated by the signature of the following signatories:

(a) **One Member of Sport Ireland** including the Chairperson and all Members of the Sport Ireland Board and

(b) One Designated Staff member, limited to the Chief Executive, the Secretary, Director of Campus Development or the Director of Finance.

22 APPENDIX A – SCHEDULE OF RESERVED AND DELEGATED MATTERS (FINANCIAL THRESHOLDS)

This Appendix should be read in conjunction with Sections 7 (Reserved Functions), 8 (Delegated Authority) and 10 (Chief Executive), which define the allocation of responsibility across Sport Ireland, the Board of Sport Ireland Facilities DAC and executive management.

This Appendix sets out the financial thresholds applicable to decision-making authority across Sport Ireland, the Board of Sport Ireland Facilities DAC and executive management.

In the event of any inconsistency between this Appendix and the main Code, this Appendix shall prevail in relation to financial thresholds and approval levels. For the avoidance of doubt, all financial thresholds apply on an “equal to or greater than (≥)” basis unless otherwise specified and apply to single transactions and cumulative commitments within a financial year where appropriate.

Category	Threshold (ex. VAT) / Criteria	Decision Authority
Capital or Development Projects Projects with anticipated Gross Development Value (notwithstanding that such expenditure may comprise multiple contracts, phases or related transactions below the threshold)	≥ €1,000,000	Sport Ireland Board
	€500,000 - €1m	Campus Development Committee (notify Sport Ireland Board)
	< €500,000	Chief Executive / SIF DAC Board
Capital Contracts and Variations Award of any single ‘capital’ contract or ‘capital’ expenditure, or any variation	≥ €1,000,000	Sport Ireland Board
	€500,000 - €1m	Campus Development Committee (notify Sport Ireland Board)
	< €500,000	Chief Executive / SIF DAC Board
Operational Expenditure Award of any single ‘current’ contract or ‘current’ expenditure, or any variation relating to the procurement / supply of goods, equipment, services	≥ €250,000	Sport Ireland Board
	< €250,000	Chief Executive / SIF DAC Board
Grant Awards – NGB/LSP/Funded Organisation Award of any grant to a grantee organisation where the value in any one financial year, whether as a single award or when aggregated with previous awards to the same grantee	≥ €250,000 (single or cumulative)	Sport Ireland Board
	< €250,000	Chief Executive
Grant Awards – Individual Award of any grant to an individual person in any one financial year	≥ €10,000 per annum	Sport Ireland Board
	< €10,000	Chief Executive
Asset Disposal & Retirement Disposals and retirement of assets, or grants of access to property or infrastructure for commercial arrangements	≥ €150,000	Sport Ireland Board
	< €150,000	Chief Executive / SIF DAC Board
Litigation / Claims Initiation or settlement of any litigation	≥ €100,000 or significant reputational impact	Sport Ireland Board
	< €100,000	Chief Executive / SIF DAC Board

PART C – CODE OF BUSINESS CONDUCT

23 VALUES

23.1 As the statutory development agency for sport, Sport Ireland's mission is to ensure that Ireland is an active nation where people are encouraged to start, continue to participate, progress and achieve in sport. Sport Ireland Members and staff have a shared set of values that influence how work is undertaken and interactions with each other and the wider sport sector. Sport Ireland's core values and associated behaviours are summarised below.

(a) Inclusion
- We listen, actively engage, support and collaborate wherever possible to build a stronger and diverse sport sector.
- We are "all-in", fostering an inclusive environment in everything we do.
- We welcome and value people from all backgrounds, seeking out diverse opinions.
- We provide opportunity to be involved and/or included.

(b) Integrity
- We do what we say, we say what we do.
- We live up to our standards, representing the organisation well, in everything we do.
- We are open and honest; we admit when we are wrong.
- We pursue our work in an honest and ethical manner.

(c) Respect
- We value ourselves, each other and others.
- We create an accepting environment, ensuring people are encouraged to share their opinions and ideas.
- We act with kindness and fairness in all that we do.
- We recognise accomplishments.

(d) Excellence
- We lead by example, embracing challenge and going the extra mile.
- We deliver to our best ability and to the highest standards.
- We are consistently professional and aspire to deliver excellent results.
- We develop world class systems and services, underpinned by continuous improvement.

(e) Accountability
- Our decision-making is evidence based and we are open and transparent in what and how we do things.
- We are committed, understand what we are responsible for and deliver on our actions and responsibilities.
- We communicate regularly and clearly, ensuring key stakeholders are informed of the full picture.
- We are open and approachable, accepting of feedback and willing to change.

24 CORE PRINCIPLES

24.1 This part of the Code constitutes Sport Ireland's Code of Business Conduct for the purposes of the Code of Practice for the Governance of State Bodies (2016 version). It describes the conduct expected of Members, employees and all other Staff, whether they are engaged as employees or independent contractors and whether they are employed by Sport Ireland directly or through corporate entities.

24.2 All Members and Staff, whether or not direct employees, are expected to be familiar with all Sport Ireland's policies and procedures governing its activities and its internal administration.

24.3 Members and Staff in all categories have a general duty of care to Sport Ireland. That duty encompasses the diligent performance of duties and appropriate conduct in all dealings with third parties on Sport Ireland's behalf.

24.4 All Members and Staff are obliged to comply with all laws and regulations applicable to Sport Ireland's activities and its places of business. In particular, each Member and staff member is required to comply with the relevant provisions of the Ethics in Public Office Act 1995 and of the Standards in Public Office Act 2001.

24.5 All Members and Staff are required to act with integrity at all times and must never engage in fraudulent or dishonest activity of any kind. Sport Ireland's Anti-Fraud & Corruption Policy contains further guidance in this regard.

24.6 If any Member or Staff member has concerns about suspected irregularities involving the functions, property or services of Sport Ireland they should immediately bring those concerns to the attention of the Secretary so that the matter may be appropriately investigated. Members and Staff in all categories are required to cooperate fully with any enquiries or investigations in relation to suspected irregularities.

25 CONFIDENTIAL INFORMATION

25.1 All Members and Staff who have access to proprietary or confidential information (for example, financial reports, employee records and other confidential or sensitive data) must take every precaution to keep that information confidential. No such information may be provided to third parties without prior permission being given by (in the case of Members) the Chairperson or (in the case of Staff members) the Chief Executive.

25.2 All Members and Staff should be mindful of Sport Ireland's obligations under the General Data Protection Regulation given effect by the Data Protection Act 2018 and any requests for or regarding information held by Sport Ireland which is subject to the provisions of that Act should be referred, in the first instance, to (in the case of Members) the Secretary or (in the case of staff) the Data Protection Officer.

25.3 The duties of confidentiality set out above are subject to the provisions of the Freedom of Information Act 2014. Every person has a right of access to records (i.e. information in any form stored manually, mechanically or electronically) held by a public body subject to certain exceptions including exceptions relating to commercially sensitive information, confidential information or personal information. All requests for access relating to records of Sport Ireland should be referred to the Secretary.

25.4 There are continuing confidentiality obligations for former Members and staff in respect of information obtained in those roles.

26 CONFLICTS OF INTEREST AND CONFLICTS OF LOYALTY

26.1 Sport Ireland accepts that its Staff members are free to engage in any activity outside normal working hours provided that this does not impair their ability to provide a satisfactory service to Sport Ireland in accordance with the relevant contract of employment or contract of service. Each such individual must avoid any situations in which performance of their duties to Sport Ireland may be compromised.

26.2 Sport Ireland may request Members or Staff members to discontinue their involvement in any activity or interest which could potentially be in conflict with the interests of Sport Ireland or impair the ability of employees to perform their work in a satisfactory manner. To avoid any uncertainty, all Staff members must inform the Chief Executive of their involvement in any activities or interests outside work where it is possible that the relevant individual's involvement in such activities could constitute a conflict of interest or a conflict of loyalty.

26.3 Specialist knowledge or participation in a sport or the sports sector does not in itself create a conflict of interest or conflict of loyalty. However, members should bear in mind although they may have been appointed because of an involvement or a specific knowledge of a particular sport or the sports sector, they are not in the context of the Board of Sport Ireland a representative of such sport or the sports sector and should be mindful of such.

27 DISCLOSURE OF INTERESTS/LOYALTIES BY MEMBERS AND STAFF

27.1 Sport Ireland will seek to ensure the fairness of its processes by complying with this paragraph 27.

27.2 All Members and Staff shall comply with the provisions of the Ethics in Public Office Act 1995, the Standards in Public Office Act 2001 and the Code of Practice for the Governance of State bodies issued by the Department of Public Expenditure and Reform, in each case as amended, extended or replaced from time to time.

27.3 Where a Member or Staff member has any pecuniary or other beneficial interest in or material to any matter under consideration by the Board or any Committee which could involve a conflict of interests or a conflict of loyalty (whether actual or reasonably perceived) or could materially influence the Member in the performance of his or her functions (a "**Conflicting Interest/Conflicting Loyalty**[2]") then he or she is required to disclose to the Board or such Committee or Staff member's immediate superior (as appropriate) the nature of the Conflicting Interest/Conflicting Loyalty in advance of the matter being considered. Such matters should be taken to include those relating to cases involving competitors to the above interests.

27.4 A person will be regarded as having a beneficial interest in a matter for the purposes of paragraph 27.3 if:

(a) any person connected with him/her has a beneficial interest in the matter;

(b) he/she or any person connected with him/her is a party to any arrangement concerning land to which the matter relates;

(c) he/she or any person connected with him/her is a shareholder in a company or other body which has a beneficial interest in the matter; or

(d) he/she or any person connected with him/her is in partnership with, or is in the employment of, any person which has a beneficial interest in the matter.

[2] Conflicts of interests/loyalties are a matter of careful judgement and should be considered from the perspective of a reasonable person. Ultimately the responsibility to disclose rests with the Member or Staff member.

(e) a loyalty to another group or individual could prevent him/her from making a decision in the best interests of Sport Ireland.

27.5 A person is connected with a Member of Sport Ireland for the purposes of paragraph 27.4 in the following situations:

(a) a person is connected with a Member where he or she is a spouse, civil partner, parent, bother, sister, child or step-child of the Member;

(b) a person, in his or her capacity as a trustee of a trust is connected with a Member who or any of whose children is a beneficiary of a trust;

(c) a person is connected with a Member with whom he or she is in partnership;

(d) a company or other body corporate is connected with a Member if that Member has control of it or if that Member and persons connected with that Member together have control of it;

(e) a Member and any one or more persons acting together to secure or exercise control of a company or other body corporate shall be treated as connected with one another and with any person acting on the directions of any of them to secure or exercise control of the company.

27.6 Where any beneficial interest of the kind referred to above is required to be disclosed to the Board or a Committee as a Conflicting Interest/Conflicting Loyalty, then the Member shall:

(a) neither influence nor seek to influence a decision relating to the matter;

(b) take no part in any consideration of the matter;

(c) not be entitled to receive any Board papers or documents relating to the matter;

(d) withdraw from the meeting concerned for so long as the matter is being discussed or considered;

(e) neither vote nor otherwise act as a member of the Board or committee in relation to the matter.

Particulars of each such disclosure shall be recorded in the minutes of the meeting concerned.

27.7 Where a question arises as to whether or not a case relates to the interests or loyalties of a Member or a person or body connected with that Member and whether that interest or loyalty constitutes a Conflicting Interest/Conflicting Loyalty for the purposes of paragraph 27.3, paragraph 27.6 and/or paragraph 27.8, the Chairperson of Sport Ireland will determine the question.

27.8 It is recognised that a Member may from time to time be a member of or otherwise associated with an NGB or other sports body in receipt of or proposing to apply for grant funding from Sport Ireland and such a role, position or relationship shall be regarded as a Conflicting Interest under this paragraph 27. A Member shall not be considered free from such a Conflicting Interest until a minimum “cooling-off” period of twelve (12) months has elapsed from the date on which the relevant role, position or relationship ceased. For the purposes of this paragraph 27 a Member will be deemed to be associated with a sports body where he or she actively promotes the interests of such a body at a level other than grassroots, community or local level.

27.9 A Member who is a member of or otherwise associated with an NGB or other sports body shall not be precluded from participation in the consideration by the Board of any grant funding application by, or any other matter relating to, any other sports body unless he or she has an interest in or is a member of or otherwise associated with that other sports body.

27.10 Members shall act in an objective manner in all respects when considering any applications for grant funding in accordance with any objective grant funding application process that Sport Ireland may have in place from time to time.

27.11 A Member shall in each year during any part of which he or she is a Member of the Board prepare and furnish to the Standards in Public Office Commission and to the Secretary a statement in writing of:

(a) the interests of the Member, and

(b) the interests of which he or she has actual knowledge of his or her spouse, civil partner, child or child of his or her spouse,

during the period from the last such statement or so furnished or (if it is the first such statement since the Member was first appointed) from the date of such appointment.

27.12 Details of the above interests are kept by the Secretary in a special confidential register and are updated on an annual basis. Changes in the interim should be notified to the Secretary as soon as possible. Only the Chairperson, Secretary and Chief Executive of Sport Ireland have access to the register.

27.13 In any case where a Member has actual knowledge that he/she or a connected person has a material interest or loyalty in a matter to which the Member’s function as a member of Sport Ireland relates, he or she shall:

(a) as soon as may be, prepare and furnish to the other Members of the Board a statement in writing of those facts;

(b) not perform the function unless there are compelling reasons requiring him or her to do so; and

(c) if he or she proposes to perform the function, prepare and furnish to the other Members of the Board and to the Standards in Public Office Commission before or, if that is not reasonably practicable, as soon as may be after such performance, a statement in writing of the compelling reasons.

27.14 Unless the Chairperson and Chief Executive consider that exceptional circumstances exist Sport Ireland shall not purchase any goods or services from any Member (including any Committee Member) or organisation (for example, company, or body incorporated or unincorporated) with which any Member (or Committee Member) is employed or otherwise interested, including an organisation or other body in which Members (or Committee Members) have direct shareholdings above de minimis levels.. So long as a person is a Member (or Committee Member on a Committee with a grant related function) they shall be ineligible for an award or grant given by Sport Ireland.

27.15 Sport Ireland shall not nominate or appoint any of its own Members to the governing boards of organisations receiving or likely to seek grants from Sport Ireland.

27.16 Members who already are members of the board of management or governing body of an organisation in receipt of or seeking financial assistance from Sport Ireland shall not be present at formal meetings between representatives of that organisation and Members and Staff of Sport Ireland, provided that this stipulation shall not be regarded as preventing a

Member who is an executive director or staff member of an organisation from being present at such meetings.

27.17 If a Member has a doubt as to whether this Code requires the disclosure of an interest of his/her own or of a connected person, that Member should consult the Chairperson or the Standards in Public Office Commission.

27.18 If a matter relating to the interests of the Chairperson arises, he/she should depute another Member to chair the meeting and should absent himself/herself when the Board is deliberating or deciding on such a matter

27.19 As it is recognised that the interests of a Member and persons connected with him/her can change at short notice, Members will, in cases where he/she receives documents relating to his/her interests or of those connected with him/her, return the documents to the Secretary at the earliest opportunity.

27.20 To guard against conflicts of interest, if exceptionally a Member wishes to pursue an employment opportunity with Sport Ireland they must first resign office by letter addressed to the Minister in accordance with *paragraph 2 of Schedule 1 of the Act*, and if successful in their job application, wait a six month cooling-off period post resignation/retirement prior to commencing any role as Sport Ireland employee.

28 GIFTS AND HOSPITALITY

28.1 It is customary for many suppliers to offer gifts, hospitality or entertainment to Staff members which whom they have contact as a result of business dealings. However, Members and Staff members should, subject to the procedures outlined below, avoid the giving or receiving of corporate gifts, hospitality, preferential treatment or benefits which might affect or appear to affect the ability of the donor or the recipient to make an independent judgement on business transactions.

28.2 It is recognised that due to the nature of Sport Ireland's functions it is frequently necessary or appropriate for Members and staff members to attend sporting events and/or sports-related functions on the invitation of the organisers and/or promoters of such events or functions[3]. In such cases a Member or staff member may accept such invitations and accreditations, and attend any programme of activities associated with his/her attendance (including any associated hospitality) after determining in his or her reasonable judgement that it would be appropriate and in Sport Ireland's interest for him or her to do so, notwithstanding that the value of such hospitality may exceed the gift threshold set out in paragraph 28.3. It is recognised that there is an international dimension to several of Sport Ireland's functions. In all circumstances the cost of overnight accommodation and travel should be borne by Sport Ireland either in advance or by reimbursement to the organisers retrospectively. If a staff member is in doubt about whether or not it would be appropriate to accept such hospitality he or she will refer the question to the Chief Executive for determination, and in any event all staff members will comply with the Chief Executive's directions from time to time in relation to the acceptance of gifts and hospitality.

28.3 Subject to paragraph 28.2 above Members or employees may accept gifts from suppliers or contractors who have worked for Sport Ireland provided that:

(a) the gift is unsolicited,

---

[3] Sport Ireland Institute Service Providers/Performance Support Staff attending NGB/Olympic Federation of Ireland/Paralympic Ireland high-performance training camps and competitions (domestically and overseas) as part of core-work do not fall within the scope of the 'Gifts and Hospitality' section in those instances and ought not be classified or interpreted as receiving a 'Gift or Hospitality' in the conventional sense.

(b) the gift is one of very small intrinsic value (for example, diary, calendar, bottle of wine or spirits),

(c) the value of such gifts accepted in a year from any one source should not exceed €120, and

(d) individual gifts with a value exceeding €65 are disclosed to the Board (in the case of the Chairperson), to the Chairperson (in the case of any other Members of Sport Ireland and the Chief Executive) or to a Staff member's immediate superior.

28.4 In all cases other than as provided in paragraph 28.2 or 28.3, any gift should be returned to the sender, with a note advising that acceptance would be contrary to Sport Ireland policy. Details of returned gifts must be notified at once to the Chairperson (in the case of a Member) or to the recipient's superior (in the case of Staff members). Cash, gift cheques or any vouchers that may be exchanged for cash may not be accepted regardless of the amount.

28.5 Notwithstanding the provisions of paragraph 28.2, Members and staff should not accept special facilities or discounts on private purchases from suppliers with whom they have official dealings.

29 DEALING IN SHARES, PROPERTY OR OTHERWISE

29.1 Sport Ireland notes that it is a criminal and a civil offence, with serious penalties, for a person who is connected with a public company (including a person that might reasonably be expected to have price sensitive information by virtue of business dealings or other relationships with the company) to deal in securities when he/she is in possession of price sensitive information.

29.2 In addition to obligations under law, Members voluntarily agree not to use any information obtained by virtue of their position for the purpose of dealing (direct or indirect) in shares, property or otherwise.

Standing Orders for Sport Ireland meetings

2024

The Standing Orders outlined below are intended as guidelines for Members and the Chairperson of Sport Ireland for the conduct of meetings of the Board (and Committees), and of other meetings as organised and agreed.

These Standing Orders should be read and applied in conjunction with the Sport Ireland Act (2015) and Sport Ireland's Code of Governance and Business Conduct approved by the Board.

Version Control Table	
Document Name	Standing Orders for Sport Ireland meetings
Version	5.0
Document Owner	Sport Ireland Board Secretary
Next Review Date	Q4 2027
Change Log	
Version 1.0	Approved by Board November 2015
Version 2.0	The inclusion of steps involved to schedule an urgent meeting of the Board in the exceptional circumstances where both the Chairperson and Chief Executive were unavailable. (Approved by Board, October 2016)
Version 3.0	The inclusion of provision allowing for Board Members to participate in a meeting of the Board or Committee by means of conference telephone in exceptional circumstances, and the addition of a procedure for recording the concerns of Board members that cannot be resolved. (Approved by Board, December 2017)
Version 4.0	The inclusion of a Board Culture Statement, references to the scheduling of Board meetings with reference to family-friendly work practices, the introduction of a new procedure to allow a majority of Sport Ireland Members to request an urgent meeting to review such a topic or topics, provision to issue Board papers one day earlier and other minor enhancements. (Approved by Board, November 2020).
Version 5.0	The inclusion of references to the Board portal, inclusion of reference to term limit and gender balance targets on Committees, reference to the appointment of 'ex officio' Committee members other minor enhancements. (Approved by Board, December 2024).

Board Culture Statement and Expected Behaviours

At Sport Ireland, our culture is built on the values of **Inclusion, Integrity, Respect, Excellence, and Accountability**. These values are the foundation of how we govern, make decisions, and interact as a Board, guiding us as we work to enhance Irish sport, support athletes, and foster a healthier, more active nation. Our commitment to these values is reflected in our approach to Board meetings, where we collectively agree to the following standards of behaviour:

1. Inclusion for All
We are committed to creating a welcoming and accessible environment for all individuals. Our actions are rooted in promoting diversity, equity, and opportunity, ensuring that sport in Ireland is a space where people of all backgrounds, abilities, and communities can thrive.

2. Integrity in Every Action
Integrity guides our governance and decision-making. We uphold the highest standards of ethical conduct, transparency, and responsibility, fostering trust among athletes, partners, stakeholders, and the public. As stewards of public funds, we commit to careful, ethical management of resources.

3. Respect for Everyone
Respect is central to our interactions. We recognise and value the unique contributions of each individual, from Board members and staff to athletes and communities. We are dedicated to a culture of respect, where collaboration is encouraged, and diverse perspectives are not only welcome but actively sought.

4. Excellence in Performance and Leadership
We strive for excellence in our support for structures, programmes, participants and initiatives, promoting strategic and impactful decision-making. By setting ambitious standards, we aim to empower and inspire future generations, enhancing Irish sport at every level.

5. Accountability and Transparency
We hold ourselves accountable to Sport Ireland's mission and our stakeholders. We prioritise transparency in our decision-making, clear communication, and a commitment to continuous improvement, ensuring that our actions reflect the public interest and serve the long-term success of Irish sport.

Expected Behaviours at Board Meetings
To ensure our culture and values are reflected in our interactions, Board members agree to uphold the following behaviours during meetings:

- strive to achieve excellence whilst focusing on advancing the vision and mission of Sport Ireland.
- foster an environment that promotes open communication and respectful debate.
- promote ethical behaviour and decision-making and observe the highest standards of probity in relation to the stewardship of public funds and the exercise of its functions.
- collaborate with each other, staff and all stakeholders and approach the serious work of Sport Ireland in a spirit of collegiality.

Board Members agree to

- value one another's time and energy by being prepared, engaged and on task.
- bring specific knowledge, skills, experiences and expertise to the deliberations of the Board and its Committees.
- actively contribute thoughts and ideas while honouring dissenting opinions.
- seek consensus and recognise that some decisions will not be unanimous.

- take ownership and emerge as one voice once a decision has been made.
- focus on strategic and informed decision-making.
- offer constructive criticism and 'devil's advocate' positions to foster thoughtful and spirited debate in a collegial and respectful manner.
- allow for reasoned and reasonable risk-taking associated with innovation.
- value due process, scrutiny and assurance in all decisions.

The Board shall be accountable to the Minister for Culture, Communications and Sport and as designated by the Department, the Oireachtas and body public, for its activities, its stewardship of public funds and the extent to which key deliverables and objectives have been met.

1 Meetings of the Board

1.1 The Sport Ireland Board ("the Board") shall hold not less than eight regular meetings in each calendar year. The Chairperson shall determine the beginning and end time, venue and agenda for such Board meetings ("meetings") and the order in which each item of business on the agenda is dealt with at any meeting. In so far as practicable, Board Meetings will be scheduled with reference to family-friendly work practices.

1.2 The quorum for meetings shall be five in accordance with *paragraph 5(2) of Schedule 1* of the Sport Ireland Act 2015 ("the Act").

1.3 If a quorum is not present at any time during a meeting it, the meeting, shall be adjourned to a time and/or day to be named by the Chairperson.

1.4 A meeting may be convened at any time by written notice (including electronic communication) from the Chairperson.

1.5 Exceptionally three Sport Ireland Board Members ("Members") may request Sport Ireland's Secretary ("the Secretary") to convene a meeting to review a specific topic or topics. Such a meeting shall be convened by the Secretary, on behalf of the Chairperson, as soon as practicable but giving not less than 14 days' notice. Unless the Chairperson determines otherwise such a meeting may consider only matters notified to Members at least six days in advance of that meeting.

1.6 In exceptional circumstances where there is an urgent matter of significant public concern which relate to the functions of Sport Ireland (as set out in Section 8 of the Sport Ireland Act 2015), and a matter that represents a very real strategic or reputational risk to Sport Ireland, a majority of Sport Ireland Members may request the Secretary to convene a meeting to review such a topic or topics. Such a meeting shall be convened by the Secretary, on behalf of the Chairperson, as soon as practicable, but giving not less than two days' notice. Unless the Chairperson determines otherwise, such a meeting may consider only the matter raised by the Members in their request for the meeting and notified to Members at least two days in advance of that meeting.

1.7 In exceptional circumstances where both the Chairperson and Chief Executive are unavailable and where there is an urgent matter of significant public concern that represents a very real strategic or reputational risk to Sport Ireland, three Sport Ireland Members may request a meeting to review a specific topic or topics. Such a meeting shall be convened by the Secretary as soon as practicable, but giving not less than two days' notice. Unless the Chairperson of the meeting determines otherwise such a meeting may consider only the matter raised by the Members in their request for the meeting, and notified to Members at least two days in advance of that meeting.

1.8 At least six days before a meeting Members shall receive notice by email of the details of the time and venue of the meeting, the minutes of the preceding meeting, an agenda stating the business to be transacted at the meeting, briefing documents and reports for the agenda items to be dealt with at the meeting. Documentation for meetings shall be circulated via email or the approved Board portal. In exceptional circumstances, a hard copy of documents will be made available to Members on request.

1.9 Unless there are exceptional circumstances and the Chairperson agrees, documents and reports shall not be considered at a meeting unless they have been made available to all Members at least six days' in advance of the meeting.

1.10 All proceedings and documents, including minutes, relating to Sport Ireland business shall be confidential to the Members and Sport Ireland staff.

1.11 Notice of a Member's request to have any item included on the agenda for a meeting shall reach the Secretary not less than ten days prior to the date of the meeting. Any such item on the agenda may not be removed therefrom without the consent of the Chairperson.

1.12 The names of Members present and others in attendance at a meeting shall be recorded in the minutes.

1.13 Members are expected to attend all Board meetings. The attendance record of each Member will be disclosed in the Annual Report of Sport Ireland.

1.14 Members shall make every reasonable effort to physically attend meetings in person, but where this is not possible or practicable and with prior agreement of the Chairperson, Members may attend remotely by means of audio-conferencing, video-conferencing or other electronic means provided that all persons participating in the meeting can hear and speak to each other. Such remote attendance at a meeting shall be regarded as full attendance for all purposes (including for the purposes of quorum and voting requirements).[4]

2 Decisions of Sport Ireland

2.1 The normal practice shall be to record only decisions and material actions in the minutes.

2.2 The Board shall strive to make decisions by consensus. If a decision cannot be reached by consensus, it shall be determined by majority voting of the Members present at a meeting with the Chairperson having a second or casting vote in the event of a tie in accordance with *paragraph 5(5) of Schedule 1* of the Act.

2.3 Where a decision has been taken by the Board and a Member or Members wish to have the matter reconsidered at a subsequent Board meeting then, either:-

(a) there shall be present at that meeting a majority of those in favour of the original decision to be reconsidered, *or*

(b) a motion proposed by the Member or Members requesting reconsideration of a decision shall be sent by the Secretary to all Members at least two days before the Board meeting takes place.

2.4 At the beginning of each meeting, the minutes will be considered and approved by the Members with or without amendment. Until approved, no discussion shall be allowed on the minutes except as to their accuracy. The minutes when approved shall then be deemed to be a true record of the meeting to which they relate.

2.5 However, the Chairperson may at his or her discretion ask the Board to approve a minute of a decision made at the same meeting at which it is taken.

2.6 The Secretary shall maintain a register of the approved Board minutes, which shall be available for inspection by Members.

[4] Whilst it is recognised that Committees of Sport Ireland have varying work programmes and operate to different meeting frequencies and cadences, Committees are expected to schedule at least one meeting in each calendar year where members physically attend in person.

2.7 The formal position of Sport Ireland on any matter may be disclosed to the media only by the Chairperson, the Chief Executive of Sport Ireland ("the Chief Executive"), or a Member of the Board or staff so authorised by either of them.

2.8 The Board shall normally make all decisions at its meetings. Where exceptionally decisions are required between Board meetings the procedures for so doing shall be as follows:

2.8.1 The Secretary shall send notice by email of the requirement to make a decision between Board meetings.
2.8.2 The Secretary shall issue a briefing paper ("the Paper") to all Members via email (or via the approved Board portal) on the matter to be decided. The Paper shall include a clear statement of the Chief Executive's recommendation on the matter.
2.8.3 The Members may respond in writing with their views on the matter within five days of the paper being issued.
2.8.4 The Secretary will consult with the Chairperson in ensuring that a prompt decision is made in line with the provisions of this document.
2.8.5 Provided that a quorum has been reached by the deadline and there are no dissenting views, a decision shall be deemed to have been reached.
2.8.6 In the event of a dissenting view, the Chairperson will determine whether a decision can be reached or whether a formal meeting is required to consider the issue.
2.8.7 Any decisions made under paragraph 2.7 will be reported at the next Board meeting and recorded in the minutes.

2.9 Except as agreed otherwise by the Board, decisions of the Board shall normally be communicated to interested parties by Sport Ireland's staff.

2.10 The procedure for recording the concerns of Board members that cannot be resolved is as follows: The Board shall attempt to address the concerns of a Board Member but where this cannot be achieved the Board Member may request that those concerns be recorded in relevant Board minutes.

3 Attendance of Staff and others at meetings of the Board

3.1 The Chief Executive and the Secretary shall be entitled to attend all Meetings.

3.2 The Chairperson may request other members of staff, external advisors or stakeholders to attend meetings to provide specialist information, advice, or to participate in discussion in order to enhance the Members' understanding of any matter on the agenda.

3.3 Any member of staff including the Chief Executive and the Secretary may be requested by the Chairperson to withdraw from a Meeting to facilitate a private Board discussion.

4 Committees of Sport Ireland

4.1 In accordance with *paragraph 6 of Schedule 1* of the Act Sport Ireland may establish Committees, expert panels and working groups ("Sport Ireland Groups") for the purpose of considering aspects of Sport Ireland business and making recommendations to the Board. The Terms of Reference for such Sport Ireland Groups shall be determined by the Board.

4.2 Except for the cases of the Anti-Doping Committee and committees to assist and advise in relation to:
(a) the development of a national sports campus
(b) the development of coaching and coaches
(c) high performance sport

where the Chairpersons are appointed and removed by the Minister under *paragraph 6 (6) of Schedule 1* of the Act, the Board shall appoint and remove the Chairpersons and Members of all Sport Ireland Groups. Initial terms of appointment to a Sport Ireland Group are typically for a period of three years, but may be for a shorter or longer period[5] if deemed appropriate.

4.3 A period of appointment to a Sport Ireland Group may be renewed for further periods, to a maximum term limit of eight years in total. In exceptional circumstances the Board may determine that a member of a Sport Ireland Group should serve a total period exceeding eight years if it is deemed necessary for the effective performance of the Group's functions.

4.4 Unless otherwise approved by the Board or the Minister, a Member who is also serving on any Sport Ireland Group shall be deemed to have completed their term as a member of the Group upon the completion of their term of office on the Board.

4.5 The Board shall, in so far as is practicable, endeavour to ensure that among the members of Sport Ireland Groups there is an equitable balance between men and women (i.e. a minimum of 40% representation of each gender).

4.6 Sport Ireland Groups may consist of members appointed by the Board in an 'ex officio'[6] capacity. A member of a Sport Ireland Group appointed in an 'ex officio' capacity:

(a) shall be included in the count when determining the number needed for a quorum and shall be counted when determining if a quorum is present.
(b) shall have all the same rights, privileges, duties and responsibilities as any other member of the Sport Ireland Group.
(c) shall be removed from membership of the Sport Ireland Group if they lose the position that granted them 'ex officio' status.
(d) may be removed at any time from membership of the Sport Ireland Group by the Board in line with the paragraph 6(7) of Schedule 1 of the Sport Ireland Act, 2015.

4.7 The term limit of eight years in total (as specified in paragraph 4.3) will not apply to a member of a Sport Ireland Group appointed by the Board in an 'ex officio' capacity.

4.8 Unless otherwise specified in the approved Terms of Reference, the quorum for a meeting of Sport Ireland Groups shall be three of which at least one shall be a Member of the Board.

4.9 The Chairperson of a Sport Ireland Group shall set the dates of its meetings, and all members of Sport Ireland Groups shall receive the agenda and minutes of such meetings.

4.10 Any Member may elect to serve on any Sport Ireland Group. However, to ensure continuity and to avoid non-quorate meetings, Members will be asked to nominate the Sport Ireland Groups on which they will serve.

4.11 The decisions of Sport Ireland Groups shall be recorded in the minutes.

4.12 Sport Ireland Groups shall report and make recommendations on an ongoing basis to the Board with regard to all matters coming under its remit. The Board will consider any such recommendations and make a decision.

4.13 Sport Ireland shall establish an Audit & Risk Committee.

4.14 The Standing Orders adopted by the Board for its operation will apply also to Sport Ireland Groups.

---

[5] The maximum term of appointment to a Sport Ireland Group is eight years, unless otherwise approved by the Board in exceptional circumstances.

[6] An individual is classed as 'ex officio' by virtue of holding another particular position or office.

5 Appointment of the Irish Sport Anti-Doping Disciplinary Panel

5.1 Sport Ireland shall appoint the Irish Sport Anti-Doping Disciplinary Panel in accordance with the Irish Anti-Doping Rules. The Panel shall operate in accordance with the Panel Rules which set out the procedures to be followed by the Irish Sport Anti-Doping Disciplinary Panel as regards hearings and appeals in matters referred to them under the Irish Anti-Doping Rules.

5.2 Sport Ireland shall appoint the Therapeutic Use Exemption (TUE) Committee in accordance with the Irish Anti-Doping Rules.

6 Custody of Board Papers and related Documents

6.1 Members will be held personally responsible for the safe custody of any papers or documents (in electronic or hard copy form), which may be issued to them. The loss of any such documents shall be reported immediately to the Secretary. The Secretary will maintain a repository of Board documents. Members may if they wish return papers to the Secretary at the end of each meeting.

7 Retiring Board Members

7.1 A Member should not retain documentation (in electronic or hard copy form) obtained during their term on the Board and should return them to the Secretary on their departure or otherwise indicate to the Secretary that all documentation in their possession has been disposed of in an appropriate manner. In the exceptional event that former Members require access to Board papers from the time of their term on the Board, this can be facilitated by the Secretary, with the agreement of the Chairperson.

8 Review

8.1 The Board shall review these standing orders at least every three years.