



**Sport Ireland Facilities DAC Annual Report
Financial Year Ended 31 December 2023**

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Who We Are

Sport Ireland Facilities DAC is a subsidiary of Sport Ireland and is responsible for the day-to-day management and operation of the Sport Ireland Campus, including the Sport Ireland National Indoor Arena (NIA), the Sport Ireland National Aquatic Centre (NAC), the National Horse Sport Arena, the National Diving Training Centre, the Campus Multi-Sport synthetic (MSP) and turf pitch facilities, the Campus Conference Centre, and the Modern Pentathlon Centre.

The Company is also responsible for the maintenance of office accommodation for sports bodies based on the Campus.

Vision 2021- 2025

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

- The home of Irish sport
- A vibrant hub of daily activity
- An iconic venue to be proud of
- Hosting great events (both performance and recreational)

Mission

To develop a Campus that becomes the heartbeat of Irish Sport where performance, participation, and recreational sport live side by side, in an inspirational venue that hosts great events and is a home for the sporting community.



Values

The Company's values are:

- **Excellence:** We will set the standard in service delivery, through a commitment to excellence, innovation, and continuous improvement.
- **Respect:** We acknowledge and respect the differences in each other. We will provide a safe and supportive environment in which all customers and staff are valued and are encouraged to engage in open two-way communication.
- **Integrity:** We demonstrate honesty, fairness, and openness in all our interactions, behaviours and practices within the organisation and with our customers, stakeholders and the wider community.
- **Customer Focus:** We are committed to doing what is right for our customers. We will provide a welcoming and caring service that recognises and understands all individuals needs and offer a comprehensive and evolving range of programmes and activities.

Chairperson's Statement

With the challenges presented over recent years in the form of Covid well behind us, it was very encouraging to see the Campus return to pre pandemic levels of activities and then surpass them during 2023. It was also a significant year which saw the 20th anniversary of the opening of the National Aquatic centre in March.

The year was however, not without its difficulties with inflation putting pressure on our cost base. The retention and recruitment of staff continues to remain particularly difficult for us, especially in an economy with full employment.

Key performance metrics across participation saw improvements, with increases in our academy programmes, gym memberships and summer camps bringing us to record levels. Visitor numbers in the three larger sites (National Aquatic Centre, National Indoor Arena, Multi-Sport Pitches) on the Campus also reached record levels.

We also had an increase in the number of events we hosted during the year. It was good to see the World Series Cyclo-Cross return in November as well as the inaugural U23 LEN- European Swimming Championships in the National Aquatic Centre (NAC) in August. Other large events included the Senior Men's EuroHockey Championships II Qualifiers as well as the World Karate Federation Karate 1 Premier League Event.

We saw an increase in the number of non-sport events hosted on the Campus, up to 47 from 19 in the previous year and included events such as Construction Summit, Self-Build Expo, Careers Fair, and the Home Furniture Expo.

I would like to congratulate the elite international athletes and teams who prepared for success with many hours of hard work on the Sport Ireland Campus, in preparation for competition on the international stage. Most notably, this includes the IRFU Senior Men's World Cup team, both Men's and Women's 7's teams that qualified for the Olympic games and the U20 Men's team that qualified for the 2024 U20 Championship. Congratulations to Rhys McClenaghan for a second time winning the gold medal in the European and retaining his World Championship title for pommel horse in 2023. Also, to Daniel Wiffen, Mona McSharry and Ellen Walsh who all medalled in the inaugural LEN European U23 Championships hosted in the NAC in August 2023. Further congratulations to the Men's Senior Hockey team for winning the Men's Euro Hockey Championship II hosted on Campus in July 2023.

Best of luck to athletes from Badminton, Gymnastics, Boxing, Equestrian, Hockey, Athletics and Swimming that qualified for the 2024 Olympic games, I wish them all the best.

We are grateful to Sport Ireland for their continued support, especially in securing additional funding, both operational and capital and we look forward to working alongside them to bring the Campus Masterplan to life. Capital funding is crucial as it allows us to maintain and improve the asset stock and in 2023, we invested €2.9m across various projects. These include the refurbishment of NAC Concourse, a blue crumb flooring secured for Aquazone, the purchase of state-of-the-art gym strength equipment, and the installation of UV in the diving and leisure pools. These projects reflect our ongoing

commitment to excellence and demonstrate our capacity for continuous innovation and improvements throughout the Campus.

Finally, I would like to thank all of the team at Sport Ireland Facilities DAC for their hard work and flexibility in what was another extraordinarily challenging year, and also to thank Sport Ireland as well as my colleagues on the Board of the company for their ongoing efforts and support throughout the year.

Roger O'Connor
Chairperson

Chief Operating Officer's Review

2023 was the first full year of activity post Covid with the social and economic landscape generally returning to pre-pandemic positions. This is illustrated by the strong income performance in the year and overall footfall levels, which have grown by 32% and 14% respectively on 2019 numbers. The war in Ukraine however continued to place further pressure on an already strained energy market, leading to increased electricity and gas prices across Europe.

Despite challenges in the form of inflation and lower gross domestic product (GDP) than in previous years, the Irish economy demonstrated resilience in 2023. Buoyant income tax and VAT receipts reflected the low unemployment rates in the country which remained consistent with levels in 2022 and which are likely to remain in place for the next 2 years. These low levels of unemployment are resulting in a continuation of the competitive labour market we saw in 2022 and our difficulties in recruiting staff remains a key challenge.

In the context of these challenges, we were very pleased to see all the participation programmes grow and exceed the 2022 levels. Gym memberships exceeded capacity from early in the year while the swimming and gymnastics academies continued to grow throughout the year. A revision of the swim academy during the year resulted in additional capacity being created to ensure growth into the coming years.

We continue to be very proud to be able to work with so many high-performance athletes and coaches, helping them deliver on the world stage.

As part of our strategy, we have been focussing on attracting international events to the Campus and 2023 saw key events in swimming, karate, hockey and cyclo cross take place throughout the year. We were very pleased to be able to work with the local organising committees for each of these events. We continued to focus on improving the quality of assets during the year and carried out a number of projects to ensure we continue to maintain the highest standards.

Finally, I would like to acknowledge the effort of the Board of the company, the management and staff for their work and contributions throughout the year. In particular, I would like to acknowledge the work and efforts of all our staff who continue to work with pride and endeavour to deliver at the highest level for all our customers and stakeholders. I would also like to thank my colleagues in Sport Ireland for their support during the year, without which we would be able to do what we do and I look forward to further collaborations and closer alignment in the coming years.

Michael Murray
Chief Operations Officer

Senior Management Team

Michael Murray	Chief Operations Officer
Alan Bennett	Operations Manager, NAC
Stephen Bennett	Operations Manager, NIA
Bernadette Cotter	HR Manager
Derek Garland	Financial Controller
Liam Griffin	Head of Sport
Aidan McDevitt	Marketing Manager
Simeon Owens	IT Manager
Richard Sherlock	Health & Safety Manager
Ken Gormley	Estates & Facilities

2023 Highlights

Participation

462,339 we experienced a remarkable surge in visitor numbers to the Campus as recorded across our three largest facilities. This substantial increase highlights the growing attraction and engagement the Campus continues to foster



21,125 Increase in participation in our academy programmes (individual classes completed). Swimming, gymnastics, athletics, badminton, diving and multi-sport academies grew from 135,224 in 2022 to 156,349 in 2023



3,498 Gym and swim memberships grew to 3,498 by the end of 2023



3,361 Attendees at our Summer Camps programme. Our biggest summer camps experience to date, with 3,361 children participating on one of 7 different camp options



Events

Key international events hosted on the Campus in 2023 include:

U23 LEN European Swimming Championships, held in the NAC in August

UCI Cyclo-Cross World Cup, on the Campus in November

World Karate Federation Karate 1 Premier League Event, hosted in the NIA

Senior Men's 2023 EuroHockey Championship II in the MSP

10th March 2023 marked the 20th anniversary of the NAC

The opening of the Long Barn (home to Ireland's National Olympics Committee, the Olympic Federation of Ireland (OFI) and dedicated Athletes Lounge) and Irish Sports Headquarters 2 (home to five National Governing Bodies (NGBs) of Sport) took place in 2023.



Our Gameplan – Strategic Priorities

2023 marks the third year of the 5-year strategic cycle, which runs from 2021 to 2025, and which sets out the six key areas of focus for the company.



In order to support the delivery of the strategy, a strategic implementation plan has been prepared, which outlines the 92 actions to be completed over the course of the strategic period, including a mixture of qualitative and quantitative measures.

Annual business planning forms the basis of the company's implementation of its strategy, with regular reviews taking place throughout the year to monitor progress. At the end of 2023, 78 of these 92 actions have been completed, while another 11 are in progress and carried into 2024.

Focus Area 1 - World Class High Performance Environment - to ensure we deliver a World Class High Performance Environment that is inspirational for our athletes and coaches helping them to achieve their ambitions and enable Ireland to win on the world sporting stage.

Works continues in growing our relationships with the Performance Directors in the NGB's of sport, to ensure that their needs are being met on the Campus.

At the end of 2023, the company had established nine usage agreements with NGBs for the use of facilities on the Campus. Each of these NGB's have athletes training on site for upcoming European, World, Olympic and Paralympic Games. This group includes the Irish Rugby Football Union (IRFU), the Senior Men's Six Nations Championship winners in early 2024.

The Long Barn redevelopment project was completed, and it now hosts offices for the OFI and a dedicated athlete lounge. The development of Irish Sport Headquarters 2 (ISHQ2) was also completed which is now home to five NGB's who relocated to the Campus during the year. These include Volleyball Ireland, Tennis Ireland, Triathlon Ireland, Rowing Ireland and Cycling Ireland.

The development of the plan for the Cricket Stadium was a significant project during the year, which the company collaborated on with Sport Ireland and Cricket Ireland. Along with the National Velodrome and Badminton Centre, these will be among the first of the projects of the new Campus Masterplan, officially launched by Sport Ireland in November 2022.

We continued with the ongoing upgrading of facilities, most notably in the NAC and the NIA during the year, to ensure the facilities remain in excellent condition and serving the needs of the high-performance community. In total, we invested €2.9m in facilities compared to €2.8m in 2022.



Focus Area 2 - Quality Sporting Events - to make the Sport Ireland Campus the venue of choice for key Regional, National and International events across high performance and participation sport.

Overall, sport event bookings increased from 203 events in 2022 to 235 in 2023. These were split across the following venues :

Venue	2021*	2022	2023
NAC	22	38	48
NIATC	9	53	83
NITC	9	89	86
Other	5	23	18
Total	45	203	235

Other = Multisport (hockey)/ X country

*2021 = Covid

The Company continues to host international tournaments and 2023 saw the qualifiers for the senior men's Euro Hockey Championship II qualifiers, the inaugural U23 LENS European Swimming Championships, the Cyclo-Cross World Series and the World Karate Federation Karate I Premier League event in Ireland.



We continue to work with Sport Ireland and the NGB sector to attract more international events to the Campus over the coming years and 2024 will see world class athletes from gymnastics, volleyball, hockey and cyclo-cross compete on site.

Focus Area 3 - Grass Roots Sports Performance, Participation and Recreational Activities - to ensure that the Sport Ireland Campus delivers a range of engaging activities for general sports participation and recreational activity.

2023 saw over 21,000 additional sport programme academy visits, an increase of 16% on 2022's programme participation. Swim academy participation continues to lead the way and follows the development of a plan to grow the swim programme. Overall academy programme visits for 2023 look as follows:



156,349 Sport academy visits. (16 % increase on 2022).



107,097 Swim academy visits. (17% increase on 2022).



36,735 Gymnastics academy visits. (16% increase on 2022).



7,735 Diving Academy visits. (-6% on 2022).



3,311 Athletic academy visits. (18% increase on 2022).



1,011 MultiSport academy visits.



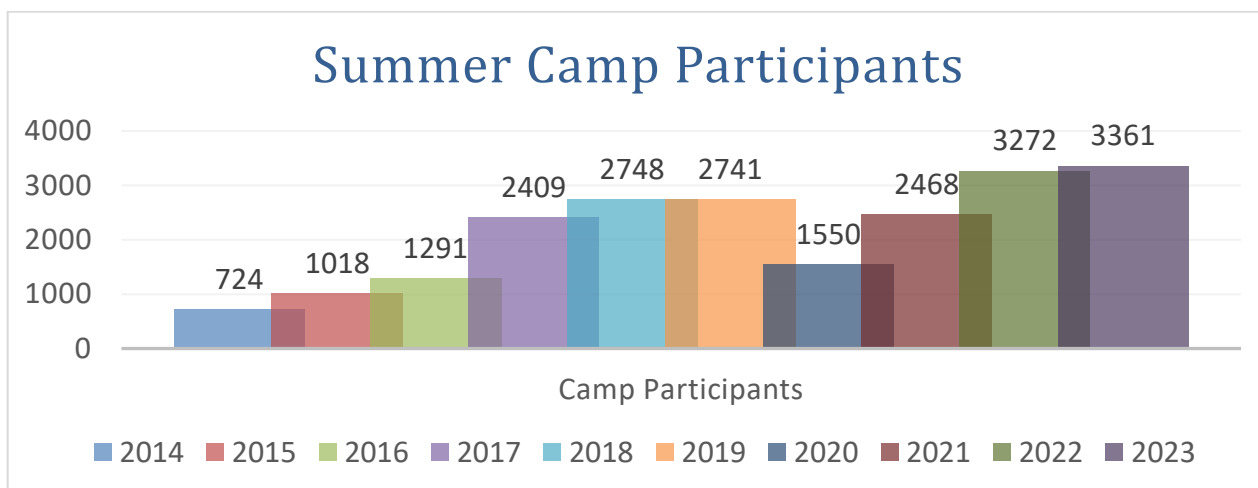
460 Badminton academy visits.

Our Campus school tour experience programme had record attendances for 2023 with 6,904 children experiencing one of our tour options across 2023, a 17% increase on 2022 which was the previous best year for attendances. This follows the trajectory prior to the Covid years:

School Tours	2017	2018	2019	2022	2023
Number of Schools	52	91	92	120	147
Number of Students	3,136	5,084	5,358	5,876	6,904
Average School Group Size	60	56	58	50	47
% Growth/Decline in student numbers	N/A	62.1%	5.4%	9.7%	17.5%

2023 was a challenge balancing High Performance (HP) access, participation and events particularly for tours season as the demands on access to the facilities from a wider range of audiences continued to grow. We adapted across 2023, developing new products, including the exercise science tour - a programme developed and geared towards PE Leaving Certificate students.

2023 was also a record year for our summer camp programmes with 3,361 children getting to experience one of our seven different camp offerings for 2023:



Camps are run across multi-sport, teen, trampoline, inclusive, diving, gymnastics and junior camps, with 65% of participants attending the multi-sport camp.

2023 saw us continue to maintain our gym membership saturation point of 3,400 members and across the year, our monthly membership base averaged 3,492. The continued investment in our facilities

unequivocally supports the wider services rolled out by our team to ensure we maintain our member numbers where they are. Work across 2023 has seen:

- Development of our studio offerings. We now have a fully immersive spin studio with 30 bikes for members.
- Extension of gym strength equipment offering for all members with upgraded kit and audiovisuals to enhance the user experience.
- Upgrades to flooring in gym, new lockers and benches in gym and changing rooms and new signage throughout the club.

Currently we have no space to develop and grow this number further. In addition to maintaining the high membership numbers through continued investment in the development of services and facility standards we have worked with several additional stakeholders to develop fitness services including:

- A Sport Ireland Wellness Program during summer 2023 with a 4-week block of yoga classes for Sport Ireland staff.
- A winter Indoor Cycling Programme for Castleknock cycling club; a 20-week block booking of private indoor cycling classes.
- Two 16-week blocks of Aqua Aerobics classes twice per week for Fingal Local Sports Partnership to support their older adult program.
- Sports Science Testing delivered to several teams and groups.
- Box fit added to the fitness class timetable for members. This timetable now has more classes than ever before with over 80 classes per week for members.
- Expansion of the Active for Life classes and Aqua Aerobics classes with eight classes per week.
- Expansion of Mind Body classes with more Yoga and Pilates classes than ever before.

Several new programmes and initiatives were introduced across the year through collaborations with various stakeholders including Sport Ireland, Fingal Local Sports Partnership (LSP) and various NGBs to provide the public with more physical activity opportunities.

Focus Area 4 - Partner to the NGBs - to deliver an excellent working environment for the National Governing Bodies (NGBs) of Sport.

Relationships with NGBs who are based on Campus continued to develop across 2023. The Operations teams continue to meet NGB representatives regularly to ensure services and facilities are kept to the highest standards. There are currently 35 NGBs based on the Campus with the working environments requirements for these NGBs being met through the provision of cleaning, IT, security, catering services and other specific services that may be requested.

Focus Area 5 - General Event Centre - to maximise our event and conference facilities to ensure it services the needs of the sporting community and generates additional revenue to reinvest into the Campus.

Sport Ireland Campus commissioned a MICE (Meetings, Incentives, Conferences, Events) consultant to review the type of events the company should be targeting, as well as the internal infrastructure and

organisational structure changes required if we are to establish this as a revenue stream. Non-sport event days were 19 for 2022, 47 for 2023. Advance bookings for 2024 are reduced due to a large increase in international indoor NGB events (Volleyball and Gymnastics). There is a variety of wide-ranging events in this category, and such events are typically held off peak to accommodate sporting activity.

Year	Non Sport Days
2021	7
2022	19
2023	47



Focus Area 6 - Building a Great Organisation - we aspire to be a great organisation with a reputation for excellence in all we do, a can-do attitude, an innovative mindset and adhering to high standards of governance and management practice.

A number of programmes and initiatives were undertaken during 2023 under this focus area.

In Q3, the company recruited a full-time resource to work on ISO implementation, across ISO9001 (Quality Standard), ISO45001 (Health & Safety Standard) and ISO55001 (Asset Management Standard). Work is progressing and the company is aiming to be ISO9001 certified by the end of 2024 with ISO45001 and ISO55001 to follow in 2025.

In Q1, the company developed a Marketing Plan for the period 2023-2026, which focuses on both the national (brand and facility awareness) and local (fitness, sports participation, facility hire) markets.

The investment in the health and safety environment over the last number of years was maintained into 2023 and we continue to see the benefits. While we noticed an increase in reported incidents on the 2022 figures, this was to be expected given the increase in activity on the Campus. Overall, incidents as a percentage of visitor numbers were consistent with those in 2022.

In order to reduce procurement risk, the company awarded a contract for the management of all maintenance service contracts. The objective of this contract is to ensure all preventative maintenance works are carried out promptly and to lower the procurement activity around these works.

Sport Ireland Facilities DAC – Corporate Governance and Compliance

Sport Ireland Facilities dac confirms that the necessary corporate governance obligations including those for risk management, internal audit and the public spending code are complied with.

Section 8.4 of the Code of Practice for the Governance of State Bodies requires Government Departments to ensure that they have written oversight agreements with State bodies under their aegis which clearly define the terms of the State body's relationship with the relevant Minister/parent Department. An Oversight Agreement has been established between Sport Ireland and the Department of Tourism, Culture, Arts, Gaeltacht, Sport & Media. By extension Sport Ireland and as required, Sport Ireland also has an Oversight Agreement with Sport Ireland Facilities DAC, with the current agreement in place from 2023-2025.

Board of Directors

Roger O'Connor - Chairperson

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

Roger's current position is Director of Commercial Affairs with ICON plc. In addition to Chairperson of Sport Ireland Facilities DAC, he is a Parent Board Member with Sport Ireland, Chairperson of Sport Ireland's Anti-Doping Committee and is a member of its Audit and Risk Committee.

Páraic Duffy*

Páraic has lifelong experience of active involvement in sport, as both administrator and participant. From 2008 to 2018 he was Director-General of the GAA. As Director-General he provided a strategic and analytical perspective and developed policies on a wide range of issues for the Association.

His current roles in Irish sport include President of Ulster Schools GAA, Chairperson of Monaghan GAA Football Development Committee and member of the Disputes Resolution Authority. He is also Chairperson of the Finance Committee in his local GAA club, Scotstown. Páraic has extensive board and corporate experience.

He is currently Chairperson of the Board of Soothing Solutions Ltd. and is a director of Enterprising Monaghan and Chairperson of its Strategy Committee. He is also a Parent Board Member of Sport Ireland and was appointed as Chairperson to the Audit and Risk Committee in April 2023.

Susan Grady

Susan is the CEO of Kildare Sports and Leisure Facilities Ltd. and she has over 30 years experience in the

Irish leisure industry, both in the private and public sectors. She has previously held the position of President of Ireland Active and was up until recently a member of its Board. We might need to get a few more lines from Susan....

Jerry Grant*

Jerry Grant has a background in civil engineering and is an experienced Director and executive advisor in the utilities and construction sectors with 25 years at director level including roles as director of MC O'Sullivan Consulting Engineers (MCOS), and 10 years as Managing Director of RPS in Ireland. Jerry has held the roles of specialist advisor, head of asset management and Managing Director with Irish Water from 2012 to 2018. He is currently Managing Director of Jerry Grant & Associates and external member of the governing body of the Technological University Dublin.

Jerry is a member of the Institute of Arbitrators and is qualified in law and arbitration as well as being a Chartered Fellow of Engineers Ireland. Jerry was appointed as Chairman of Dublin Port Company in December 2020 and has been a board member of Project Woodland since March 2021. He is also a Parent Board Member and Chairperson to Sport Ireland's Campus Development Committee.

Caroline Murphy*

Caroline is a Broadcaster and Psychologist who runs her own Communications Consultancy. She has presented 'It Says in the Papers' on Morning Ireland and has many years' experience of Sports Broadcasting in both Radio and Television. She was a member of the National Sports Campus Development Authority and its representative on the High Performance Committee of the Irish Institute of Sport.

Patrick O'Connor*

Patrick O'Connor is a Solicitor, Coroner, Arbitrator and Notary Public. Patrick is a member of a number of professional and regulatory bodies and associations including The Law Society of Ireland, The Chartered Institute of Arbitrators, Mental Health Tribunal, and the World Rugby, Six Nations and IRFU Disciplinary panels. Patrick has previously served as member, chairman or director of a wide range of professional, sporting and philanthropic organisations including the Board of Management of St. Louis Community School, Hope House, the Irish Association of Suicidology, the Judicial Appointments Advisory Board, the Courts Service Board and the Press Council of Ireland. He has held various offices within the Law Society of Ireland most notably as President (1998-99).

Michelle Tanner

Michelle works as the Director of Sport and Physical Activity in Trinity College Dublin where her work includes strategic development, management, staffing, resourcing and promotion of sport, infrastructural projects, representation, stakeholder engagement and planning, with a portfolio of 67 acres of outdoor sports and 13,000sqm of indoor sports facilities.

She is an active board and committee member, holding officer positions within Student Sport Ireland and a strategy advisor to Volleyball Ireland. She is a member of the World University Sports Federation (FISU) Gender Equality Working Group and she was the first Irish and first female President of the European Network of Academic Sports Services (ENAS). She has been a member of three European Union (EU) expert groups, executing the EU Work Plan for Sport, and has moderated panel sessions at

the EU Sport Forums and other related events. She has a recent post graduate qualification in Governance and an MBA in Sports Management. Michelle is a former Irish international volleyball player, and is a current youth club coach, manager and national coach developer. She is also a Parent Board Member.

Derek McGrath – appointed May 2024

Derek is an experienced consultant and career CEO with extensive experience of leading and transforming international organisations in the sport sector. He describes himself as an engaging communicator with an ability to build stakeholder relationships to deliver strategic objectives and shareholder demands while preserving integrity and regulatory compliance.

He is experienced in media strategy and management and has also been involved as a volunteer NGB Board member and consultant for several Irish Sporting bodies. In May 2020 he established a new consultancy (Sport2Sport Consultancy) to assist sporting organisations with strategy, commercial and governance.

Kevin Barnes – appointed May 2024

Kevin is an experienced facilities management operator having worked as the Superintendent of Sports Facilities at UCD from 1980 to 2012. In this position he was responsible for the day to day running of all the indoor and outdoor facilities on Campus including the indoor complex, 36 outdoor grass pitches, four tennis courts and the Belfield running track.

He also had responsibility for overseeing the expansion and growth of the sports facilities on site during his 30+ years which included an indoor climbing wall, international hockey stadium, synthetic grass pitches and an indoor rifle range. As some of these projects were self-funded, he has a keen understanding of the nuances of balancing public and private funding to ensure a sustainable funding model.

Note: *Patrick O'Connor and Caroline Murphy resigned as Directors on the 5th July 2023 and 4th October 2023 respectively. Páraic Duffy and Jerry Grant resigned as Directors on the 22nd May 2024 and 16th July 2024 respectively. Derek McGrath and Kevin Barnes were appointed as Directors on the 22nd May 2024.

Statement on how the Board of Sport Ireland Facilities DAC Operates

The Board is collectively responsible for leading and directing the company's activities. While the Board may delegate particular functions to management, the exercise of the power of delegation does not absolve the Board from the duty to supervise the discharge of the delegated functions.

The Board fulfils key functions, including reviewing and guiding strategic direction and major plans of action, risk management policies and procedures, annual budgets and business plans, setting performance objectives, monitoring implementation of performance and culture, overseeing major capital expenditure and investment decisions and preparing the annual report and financial statements. The Board conducts its business through a culture of integrity and ethical behaviour and in accordance with Sport Ireland's 'Code of Governance and Business Conduct' and any procedure referenced therein.

The primary role of the Board in plenary session is to decide matters of policy, strategy, finance and procedure, to analyse and review various activities of the company and its staff, to consider recommendations from Sport Ireland, Sport Ireland committees or other delegated authorities.

The Board will at all times comply with the principle of the collective responsibility and authority of Sport Ireland Facilities DAC as a body corporate. The Board takes appropriate steps to ensure that it is supplied in a timely fashion with such information as is necessary or desirable to enable Directors to discharge their duties satisfactorily. The Board ensure that decisions on major items of expenditure are aligned with the medium and long-term strategies so as to ensure that such expenditure is focused on clearly defined objectives and outcomes.

The Board has adopted a statement of strategy for a period of 5 years ahead. Implementation of the strategy by the company is supported through an annual planning and budgeting cycle. The Board has completed a review of actual performance of the 2023 annual plan as updated within the Strategy section.

Consistent with government best practice and the requirement of the Code of Practice for the Governance of State Bodies (2016) the Board undertakes an annual self-assessment evaluation of its own performance.

Board Decision Making & Functions

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

- establishing the process whereby it recruits a Chief Operations Officer;
- delegation of authority to the chief Operations Officer to perform the functions and assessment of his / her performance;
- receiving and considering regular reports from the Chief Operations Officer on all major

elements of the company's activities;

- approval of expenditure where such expenditure in any one year is expected to be more than €50,000;
- approval of all capital expenditure above a threshold of €50,000;
- approval of all strategic priorities and the terms of the strategy, business and implementation of plans prepared by staff;
- adoption of an annual budget and corporate plan;
- adoption of audit and risk management policies and monitoring and reporting;
- approval of annual reports and financial statements;
- approval of all major contracts, leases and arrangements in excess of the limits set out in the financial procedures;
- approval of amendments to the company pension scheme;
- determining the procedures to be followed at Board meetings;
- approval of significant acquisitions, disposals and retirement of assets of the company above a threshold of €50,000.

Board Evaluation

The Department agreed to defer the requirement to complete an external review of Board effectiveness until late 2023 to allow for the on-boarding of a new Chairperson to the Board of Sport Ireland. As both reviews are carried out at the same time, this derogation also applied to the review of the Sport Ireland Facilities DAC Board. The external Board Effectiveness Review commenced in Q4 of 2023 and was completed in December 2023. There were a number of recommendations within the review, accepted by the Board that are being implemented in 2024.

Promoting Diversity & Inclusion - Gender Balance in the Board membership

As at 31 December 2023, the Board had 2 female (40%) and 3 male (60%) members. The Board therefore met the Government target of a minimum of 40% representation of each gender in the membership of State Boards.

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

- The Board will draw Sport Ireland's attention to the Government target to achieve 40% representation of each gender in the membership of State Boards, and by extension Sport Ireland Facilities DAC when appointments and re-appointments are being considered.
- Sport Ireland will seek to formally review the gender balance on all of its Committees and the Board of Sport Ireland Facilities DAC during 2023 and will seek to appoint additional members where necessary to achieve 40% representation of each gender.

Risk and Opportunity Management

Risk and opportunity management is managed by the company under the Sport Ireland Risk Management Policy. The Board has identified and carried out an appropriate assessment of the principal risks facing Sport Ireland Facilities DAC. These include those that may cause the company to suffer loss, damage or disadvantage, or not benefit from opportunities available or not achieve its objectives due to unwanted or uncertain internal or external events or actions.

Key risks are categorised into one of the following four categories:

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

The Risk Appetite Statement specifies the amount of risk the organisation is willing to seek or accept in the pursuit of its long-term objectives. It depicts the areas where the organisation has low tolerance for risk (Health & Safety (i.e. no appetite for breaches of, or deviations from, best practice standards in the areas of health and safety, child safety)) and the areas where the Board recognise the need to be innovative and accept a degree of risk (new academy programmes). The company maintains a Risk Register that capture the risks relevant to the operations and associated mitigation measures. Risks are measured using two dimensions i.e. the probability of the event occurring (likelihood) and the effect on the company should the risk materialise (impact), using the process outlined in the Risk Management Policy.

Risk Management is a Standing Item at each regular Sport Ireland Board, Sport Ireland Facilities DAC Board and Audit & Risk Committee meetings. In 2023 the principal risks and uncertainties affecting the company were:

- The risk that staffing levels are not adequate to deliver the strategic and operational goals, as well as overseeing the board functions of the company (Strategic risk).
- Risk of fraud including Cyber threats or misuse of financial resources. (Financial risk)
- Deterioration in the health and safety environment in the company. (Operational risk)
- Deterioration in the financial position of the company. (Financial risk)
- The risk of noncompliance with regulations and legislation. (Reputational risk)

Some of the key actions taken in 2023 which underpin the Risk Management approach are included below:

- During 2023, the Board considered the Risk Register at its March and July meetings.
- The Audit & Risk Committee formally reviewed the Risk Register at its meeting in June.

Internal Audit

The company undergoes an internal audit each year. The Board of the company and Sport Ireland's Audit & Risk Committee monitor the status of internal audits to ensure recommendations are implemented promptly.

Freedom of Information

During 2023, the company received no freedom of information requests (2022 : 0).

Protected disclosures

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

No protected disclosures were received by the company in the reporting period up to 31st December, 2023. (2022 : 0).

Campus Development

The Sport Ireland Campus [masterplan](#) proposes a vision and framework for the growth of the Sport Ireland Campus and the long-term development of associated sporting facilities over the next 15–20 years.

The masterplan captures the aspirations of Sport Ireland and identifies a proposed guide for the delivery of this vision. The Campus is already home to world-class sporting and support facilities and more will be added in the coming years.

In 2023 the redevelopment of the Long Barn office building was completed, and it now hosts offices for the Olympic Federation of Ireland and a dedicated athlete lounge.

Campus development also completed the design stage work for the National Velodrome and Badminton Centre. This new facility will be the first indoor velodrome track in Ireland, creating a permanent home for Cycling Ireland and Badminton Ireland, with the venue also available for multiple other sports. The project is ready to be issued to tender subject to Government approval.

In addition to the larger facilities detailed within the masterplan there will be a strong emphasis on the delivery of multiple small and medium-sized projects on an annual basis that support NGBs and strengthen the core value of community participation.

There will also be a particular focus on improving public transport links to the Campus and a strong commitment to sustainability.

Public Benefit Entity (PBE)

Sport Ireland Facilities DAC is a public benefit entity. Public benefit entities are defined as ‘reporting entities whose primary objective is to provide goods or services for the general public or social benefit and where any risk capital has been provided with a view to supporting that primary objective rather than with a view to a financial return to equity shareholders’.

For Sport Ireland Facilities DAC, this manifests itself by way of:

- Over the course of the last 10 years, the company has produced a cumulative surplus of €643k, after tax, an average of €64k per annum. This equates to a surplus of 1% of income.
- During this period, the company received 37% of its total income by way of grant support from Sport Ireland and is therefore, largely dependent on Sport Ireland for its financial viability.
- An Oversight Agreement exists between the company and Sport Ireland which sets out, among

others, the operating environment in which Sport Ireland and Sport Ireland Facilities operate.

- The company, as a subsidiary of Sport Ireland, follows the Code of Practice for the Governance of State Bodies.
- As at December 2023, 4 of the 5 Directors of the Board of the company are also members of the Sport Ireland Board.
- In 2023, the company added a 3x3 basketball court as well as a full-sized volleyball court for members of the public to use free of charge. This is in addition to the 3x3 basketball court installed in 2022.
- The company prioritises bookings for sports organisations at preferential rates.
- Section 42 of the Irish Human Rights and Equality Commission Act 2014 places a statutory obligation on public bodies to eliminate discrimination, to promote equality of opportunity and to protect the human rights of the people to whom they provide services and to their staff when carrying out their daily work. Sport Ireland Facilities DAC follows the Sport Ireland suite of policy documents that align and support some of the government's national plans and strategies. These include the Women in Sport Policy, the Policy on Participation in Sport by People with Disabilities, and Sport Ireland's Customer Service Charter.