



# IRISH FOOTBALL ASSOCIATION LIMITED

## ANNUAL REPORT AND FINANCIAL STATEMENTS

For the year ended 31 December 2022  
Registered number: R0000327

SHAPING LIVES THROUGH FOOTBALL





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**STRATEGY**



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 GIRLS' FOOTBALL  
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 ”

## PRESIDENT'S MESSAGE



I am pleased to introduce the Irish Football Association's Annual Report for 2022.

Just as football was recovering from the global pandemic, fresh challenges emerged in the form of the global economic downturn. Funding for grassroots football from the Department for Digital, Culture, Media & Sport provided for many improvements at that level of the game. These included small spectator stands, improved access and training areas. However, it remains a huge disappointment that the long promised sub-regional stadia funding has not been released. Spectator numbers are on the increase, but that growth can only be sustained through better facilities and improvements to the spectator experience. As an Association, we continue to lobby government at every opportunity.

Work continues towards achieving the targets as set out in our five-year strategy 'A Roadmap for Football'. The power of football has been able to provide opportunities across every walk of life. The Irish FA Foundation delivers a wide range of programmes which make a real and lasting difference. Coach education delivered female-only coaching courses and courses for refugees. At the more elite level, the JD Academy has been recognised by UEFA as working effectively. It prepares and develops young players for a future in professional football.

That opportunity and excellent work by our coaching staff ensured qualification for the UEFA European Under-17 and Under-19 Championship elite qualifying rounds. An impressive twenty academy-based players featured within those squads.

It was a personal highlight to watch the senior women's team in its first Euro finals in Southampton. Whilst one team had lionesses, I reflect on our side having the real courage to pit itself against the best in the world, winning the admiration of everyone in the process. I have lasting memories of the experience. The tournament overview 'Why We Dance' produced by the Irish FA Communications team, captured those moments perfectly. Both the team and the supporters left a lasting positive impression on the tournament. Women's and girls' football has never been stronger in Northern Ireland, but the task remains to consolidate and ensure there is a legacy. In that context, I was delighted to see the latest group of future leaders graduate from the Female Football Leaders programme, now in its tenth year. I have also witnessed female-only coaching courses which will undoubtedly help foster growth in participation by girls.

Throughout the year, I have had the opportunity to take in games and to support events for every level of the game. I continue to be in awe of the tireless efforts of volunteers, who are the lifeblood of the game – from coaches, administrators and those who strive through the committee structures to make a difference. It is estimated that there are over 18,000 volunteers and what a contribution they make. I thank the Green and White Army for their support of the men's and women's teams. I took the opportunity to talk with many fans either through their clubs or at away fixtures. It is their dedication, aided by

the Amalgamation of Northern Ireland Supporters Clubs, which means that our teams enjoy the best possible support wherever they go.

I must also pay tribute to our hard-working staff, who can be relied upon to deliver on the Roadmap. I look forward to the year ahead and trust that together we will all deliver.

**Conrad Kirkwood**  
 President

# CHAIRMAN'S STATEMENT



2022 was an eventful year for the Irish FA Board.

The tone was set in January with the launch of our new corporate strategy, entitled 'A Roadmap for Football'. The targets contained within seven strategic pillars are bold and wide-ranging. I was particularly pleased that we included a commitment to the women and girls' game, and Corporate Social Responsibility (CSR) and Sustainability, both of which have a dedicated focus in the strategy for the first time. They are priorities of ever-growing significance and will be a critical focus of this strategy's five-year cycle and beyond. Interest in women's and girls' football has never been higher, due to our appearance at the European Championships last summer. Our senior women's team excelled in qualifying, and this is success we want to see replicated for years to come. Equally, we recognise that sustainability is one of the defining issues of our time and we have established a sustainability sub-committee of the Board to accelerate our work in this vital area.

The Irish FA Foundation, our charitable arm, continues to be something we are incredibly proud of. It delivers excellent work using football as a tool to promote physical and mental wellbeing, and challenging important social issues such as sectarianism, racism and young offending. It enhances

the lives of people right across our communities, enables us to discharge a strong and enduring sense of social investment, and I never fail to be amazed by the sheer amount of work it delivers.

In October we parted company with the senior men's manager, Ian Baraclough, and we thank him for his contribution and wish him well for the future. After taking stock, we were delighted to subsequently welcome back Michael O'Neill for a second term in December. With a busy and important 2023 consisting of ten European qualifying matches, the Irish FA Board and I look forward to working with Michael and supporting his staff and players.

The Board remains stable in terms of personnel, with only one new member joining during 2022. We are always looking to improve our own knowledge and skill base and we will be undertaking some professional development this coming year to help us do this. A key role of the Board is to hold the Senior Leadership Team (SLT) to account whilst supporting and encouraging them. SLT members attend, and contribute to, every Board meeting updating on their areas of responsibility.

The Irish FA has been in existence for over 140 years. It never stands still, and I look forward to reporting on more progress this time next year, which will hopefully include a successful bid to host the UEFA Men's European Championships along with our partner associations in the UK and Ireland.

**Stephen Martin**  
Chairman

#GAWA

**“OUR SENIOR WOMEN'S TEAM EXCELLED IN QUALIFYING, AND THIS IS SUCCESS WE WANT TO SEE REPLICATED FOR YEARS TO COME.”**



# CHIEF EXECUTIVE'S REPORT



As the Chairman of the Board notes in this report, the Irish Football Association never stands still. It never has done since 18 November 1880, it doesn't now, and it never will. Our mission is to provide football for all in our country in an ever-changing landscape and economic environment, and our activities in 2022 were all in support of this guiding star.

We launched our new strategy in January 2022. We went back to basics to determine our long-term objectives, arranged them into seven strategic pillars, and consulted with a wide range of stakeholders. The result, 'A Roadmap for Football', is one we all enjoy ownership of and will guide our actions and decisions to 2027. We are now one full year into delivering this strategy, and a quarterly progress update on all of the actions in the strategy is provided to the Board together with a red/amber/green status for each task and an appropriate commentary. In this way the Board is facilitated in carrying out its task of holding myself and the staff team to account for our delivery.

2022 was a year where we needed the guidance of a long-term view, buffeted as we were by the strong winds of the global economic downturn. Our financial aim at the start of the year was to break even on our expected turnover, but

increasing cost pressures in our core business, particularly energy costs at the National Football Stadium and significant spikes in travel charter prices, made this an unsustainable ambition as the year unfolded. Added to these pressures was the decision to replace Ian Baraclough as senior men's international manager in October. These and other factors led to a full year trading loss of £653k in the considered businesses of the Irish Football Association Limited and the IFA Stadium Development Company Limited.

2022 was also a year of pride in achievement. None of us will forget a hot July in Southampton, where our senior women's team made their bow in a major-finals tournament for the first time, nor the power of the Green and White Army, who cheered them on from the first whistle. Our senior women were not the only team to make waves in 2022 though, as we celebrated qualification for the elite rounds of the UEFA championships for both men's under 17 and under 19 squads.

The senior men's team results were not at the level we expected. Starting our campaign as the top seed in our UEFA Nations League C group, we struggled against Cyprus, Greece and Kosovo and narrowly avoided a relegation playoff match courtesy of a last-minute Josh Magennis winner against Kosovo. The Board decided to part company with Ian Baraclough, who we thank for his efforts as firstly under 21 and then senior men's manager. To replace Ian, we turned to the man Ian himself replaced, and it was a pleasure to welcome Michael O'Neill back to the Association in December after three years away. With Michael back and cap centurion Aaron Hughes appointed during 2022 as Technical Director involved in all aspects of elite football, we have perhaps our greatest ever strength in depth in our football leadership, especially when also considering

Andy Waterworth, who is Head of Elite Player Development and Angela Platt as Director of Women's Football.

There were several other changes to the Senior Leadership Team during 2022. Sean Murphy left his role as Chief Operating Officer at the end of May, and was replaced by Graham Fitzgerald who had been Director of Finance since November 2017. Graham was himself replaced in his role by Niall McClean, who joined us as Interim Director of Finance in August. James Thompson relocated back to Northern Ireland from Canada in April to take up the role of Director of Foundation Development and Danny Lynch was promoted to Director of Communications in July. As with all aspirational high-performing teams, our Senior Leadership Team is focused on continual improvement and throughout 2022 set the bar ever higher through their words and deeds.

It is important that we have an increasing emphasis on running a sustainable business. Our first sustainability strategy was initiated in 2022, it is now at an advanced stage of preparation and will be published in 2023. We have agreed to become a signatory to the UN Sport for Climate Action Framework; we are working with the National Football Stadium at Windsor Park pouring rights holder Diageo to investigate the possibility of removing single-use plastic from the stadium; and we distribute regular sustainability newsletters to our stakeholders. On the transport side, we have worked with Translink to investigate options around park and ride and public transport to the National Football Stadium at Windsor Park. In 2022, we also made progress on a detailed calculation of our carbon emissions which will act as a benchmark for future progress.

Finally in 2022, significant work was carried out on major transformative

projects for the Association as part of our strategy. It has long been our ambition to develop a National Training Centre and discussions continued with both government and private sector potential partners to identify a site and create a workable plan. Whilst this work has progressed slower than we might have wished, we only have one shot at getting it right and hence are taking this project forward with appropriate measures of expansiveness and caution.

Perhaps the most exciting transformational project is our continued involvement in the five nation UK and Ireland bid to host UEFA Euro 2028. As we mark the 25th anniversary of the Good Friday Agreement in 2023, it is now realistic for us to think that we can host matches in the third biggest sporting event in the world, here in Belfast in 2028.

Despite the upbeat nature of my previous point, I cannot finish without reporting the ongoing disappointment the football family still feels over the lack of Northern Ireland Executive progress on the sub-regional facilities strategy. It is now more than 12 years since this programme was introduced and yet, not a single pound has been released. It is no secret that investment in sport pays back many times over in terms of societal benefit, in areas as diverse as community cohesion, education, employability, justice, and both physical and mental health. 2022 was another arid year for this programme; am I hoping for too much in asking that 2023 is finally the time our elected representatives will make good on their commitments in this area?

**Patrick Nelson**  
Chief Executive

“  
**OUR MISSION IS TO PROVIDE FOOTBALL FOR ALL IN OUR COUNTRY IN AN EVER-CHANGING LANDSCAPE AND ECONOMIC ENVIRONMENT, AND OUR ACTIVITIES IN 2022 WERE ALL IN SUPPORT OF THIS GUIDING STAR.**  
”

# FINANCIAL REVIEW

## TOTAL REVENUE

£17.1M

↑ 2021 £16.4m

## TOTAL EXPENDITURE

£17.7M

↑ 2021 £16.4m

## TRADING (LOSS)/PROFIT

(£653K)

↓ 2021 £14k

## (LOSS)/PROFIT BEFORE TAXATION

(£1.8M)

↓ 2021 £531k

## CASH BALANCE

£6.7M

↑ 2021 £6.6m

## NET ASSETS

£7.6M

↓ 2021 £9.1m

## OVERVIEW

The strategic financial objective of the Irish FA is to maximise its revenue so that it can invest more into the mission of promoting, fostering and developing football for all in Northern Ireland. The Irish FA aims to reinvest every pound generated back into supporting football in Northern Ireland. Our corporate strategy, 'A Roadmap for Football', states that "growing revenue means growing the game".

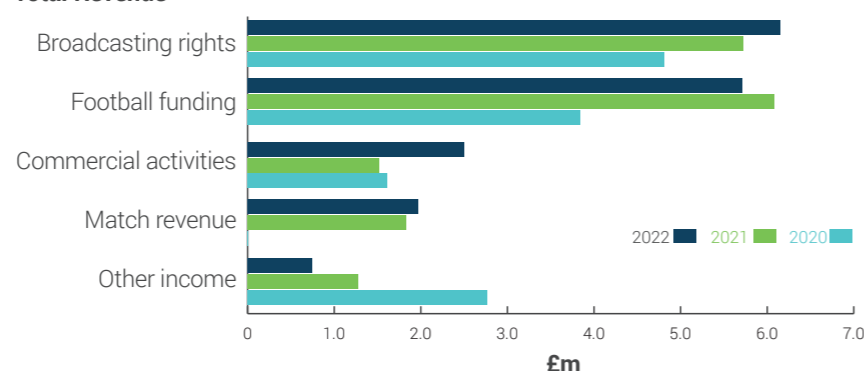
In 2022 the economic environment had a significant impact upon the Association's ability to deliver against its strategy and core objectives whilst maintaining a breakeven financial position. Revenue increased to £17.1m (2021: £16.4m). However, cost pressures driven by inflation across the Association resulted in a trading deficit of £653k (2021: £14k surplus).

Within the context of the cost pressures experienced throughout all aspects of the Association's activities, delivering a trading deficit of £653k was only achievable through revenue growth, careful cost control and detailed financial planning and management. The Board monitored the cost overspends closely throughout the year and made prudent financial decisions to restrict the deficit whilst delivering against the core objectives.

In addition to the trading deficit, loss before taxation was impacted during the year by fluctuations in foreign currency and a reduction in value of investments held.

Fluctuations in foreign currency have resulted in both realised and unrealised losses of £562k, with a reduction in investments held of £599k. These are outlined within the net assets section below.

### Total Revenue



### REVENUE

Revenue increased by £0.66m during the year ended 31 December 2022 for a variety of reasons. The largest increase was within commercial activities, which increased to £2.5m (2021: £1.5m), with the increase mainly generated from sponsorship income.

The renewal of the broadcasting agreement took place during the year accounting for the increase in

this area. The new agreement is now effective and continues through to mid-2028.

Other income decreased to £0.7m (2021: £1.3m) due to changes in grant income. During 2022 there was no grant income relating to Covid (2021: £285k), Sport NI Sustainability Fund (2021: £300k) or SuperCup (2021: £200k).



## EXPENDITURE

Total expenditure increased to £17.7m (2021: £16.4m) due to increased costs experienced throughout the wider economy. Rising inflation and supply issues resulted in large cost increases for many businesses.

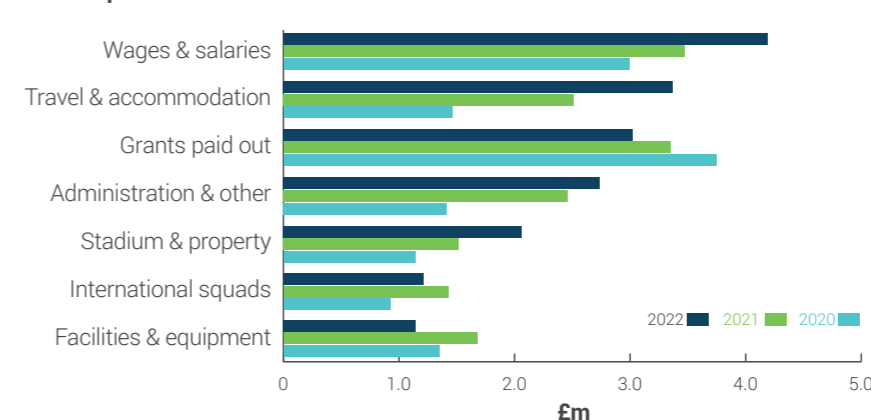
The Association continued to be negatively impacted by the high energy costs experienced globally. This is a significant area of expense for the Association to run the National Football Stadium. During 2021, the Association engaged external energy consultants to advise on opportunities to reduce consumption. This work continued throughout 2022, with gas and electricity consumption reduced by 17.8%.

Another area where there were significant cost increases that had a material impact on the Association's overheads for 2022 is travel and accommodation. Both flight and accommodation costs were negatively impacted by global economic conditions and they are an important component of playing elite international football.

The Association monitored all costs closely throughout the year. The Board, working closely with the Senior Leadership Team, made informed decisions to limit or reduce expenditure where possible.

No dividends were proposed or paid during the year (2021: £Nil).

### Total Expenditure



“  
GROWING REVENUE  
MEANS GROWING  
THE GAME.  
”

**BALANCE SHEET**

**Cash balance**

Cash balances at the year end were broadly the same as prior year at £6.7m (2021: £6.6M). It is worth noting that cash balances fluctuate significantly during the year within the Association. Receipts and expenses do not follow a regular pattern and will differ depending on various factors such as the international fixture list, grant drawdowns or football funding bodies paying out contributions toward projects.

The cash balance of the Association is monitored and reviewed throughout the year to ensure there is sufficient working capital available. At any point in time the cash balance held includes some balances held for restricted or specific purposes. Therefore these are unavailable for general working capital.

The primary operating currency of the Association is sterling (GBP) and the balances held at the end of December comprised GBP, US dollars and euros.

Post year end the total cash balance will ordinarily decrease as the Association pays the balance of international team travel and accommodation costs relating the last quarter of 2022, along with deposits and upfront payments for the first quarter of 2023.

**Debt balances**

The year ended 31 December 2021 saw the introduction of external debt onto the balance sheet of the Irish FA. This included a loan from Ulster Bank in respect of the Coronavirus Business Interruption Loan Scheme (CBILS). The CBILS loan had been drawn down to mitigate negative cash flow arising from the global pandemic. However the Association was able to repay this to Ulster Bank in full during the first quarter of 2022.

In March 2022 the Irish FA obtained an interest free loan from FIFA of \$2.0m to support potential working capital shortfalls caused by the global pandemic. Whilst the repayment period for this loan is through to 2030, these funds were converted to GBP and remain unspent at the year end.

Other debt introduced during 2021 was a loan totalling \$3.0m from football's world governing body, FIFA. The Irish FA then passed this sum to the Northern Ireland Football League (NIFL) as a back-to-back lending arrangement. Repayments of this loan from NIFL to the Irish FA commenced during the year, with repayment to FIFA commencing in early 2023. The arrangement with NIFL is structured to align with the Irish FA's repayments to FIFA.

**Net assets**

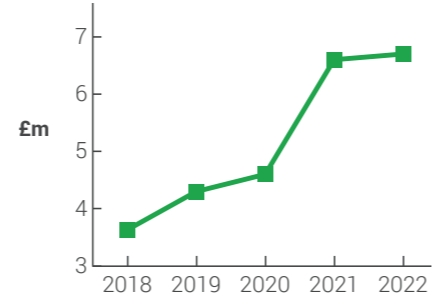
During the year the value of the Irish FA investment portfolio fell by £599k to end the year at just above £4.7m (2021: £5.3m). The performance of the investment portfolio from December 2018 to December 2022 has been an overall gain of approximately 15%, or 3.58% annualised gain.

The Irish FA holds cash balances and FIFA loan balances in foreign currencies. As the reporting currency of the Association is GBP, these balances must be converted at the year end exchange rate. During 2022 the value of GBP fell against both the US dollar and euro and as at December 2022 GBP was valued lower than as at December 2021. As a result, the foreign currency cash balances were worth less and the loan balances converted to higher debt in GBP. The resulting unrealised foreign exchange losses are included within the total foreign exchange loss totalling £562k.

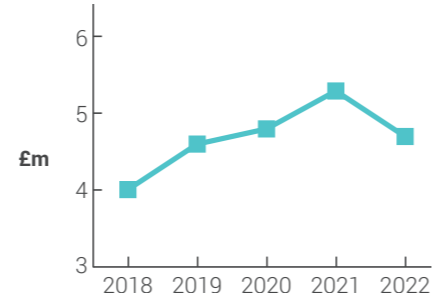
Following significant investment by the Irish FA during 2021 into stadium refurbishment, focusing on hospitality areas and the playing surface, 2022 saw investment of approximately £250k into refurbishing the Association's office space.

Net assets at the year end were £7.6m (2021: £9.1m).

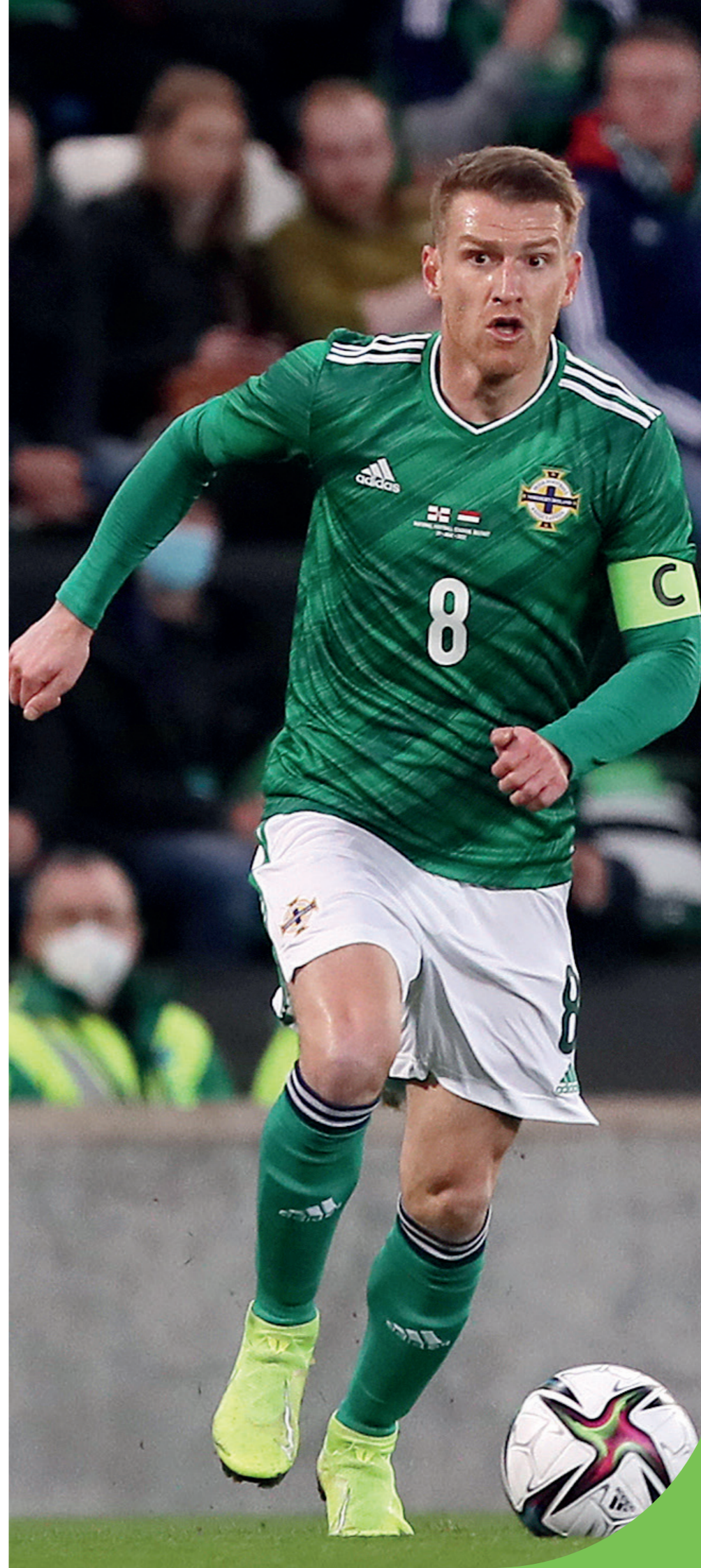
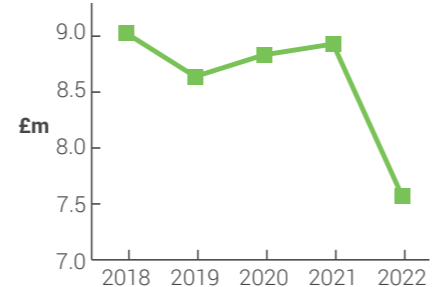
**Cash balance**



**Investments**



**Net Assets**



**FINANCIAL RISK MANAGEMENT**

The group's principal financial instruments comprise cash, trade debtors and creditors, and certain other debtors and creditors. The main risks associated with these financial assets and liabilities are believed to be credit risk, liquidity risk and foreign exchange risk.

The group maintains cash balances consisting of GBP, USD and euro currencies, which are placed on deposit and spread over the short term. This is designed so that the group has sufficient available funds for operations and other planned events. Working capital is monitored by management on a regular basis as a way of managing the company's liquidity risk.

Foreign currency exposure is limited mainly to UEFA and FIFA funding. The group uses financial instruments to manage foreign exchange exposure. This position is kept constantly under review.

The principal risks and uncertainties of the Association, along with mitigating controls, are set out on pages 48 to 56.



# OPERATING REVIEW

## UEFA WOMEN'S EURO 2022

The year began with the commencement of a seven-month training camp to prepare the Northern Ireland team for the UEFA Women's Euros in the summer. A total of 22 Northern Ireland-based players trained under the non-residential full-time programme, which was based at Newforge Sports Complex in south Belfast.

Considerable operational planning and execution was deployed to deliver a highly memorable tournament experience for the players and staff as well as the wonderful fans who followed them to Southampton and made their presence felt.

## ANTI-DOPING AND INTEGRITY

In 2022 the Irish FA launched a new Integrity Education Strategy at the National Football Stadium at Windsor Park covering the period from 2022 to 2024.

The strategy highlights the prominence of integrity and anti-doping to the industry from an association level right through to leagues, clubs and individual players.

The Irish FA's Anti-Doping and Integrity Education Officer, Chris Wright, spoke on the importance of the education strategy in promoting a doping-free game as well as honest and ethical conduct and the provision of safe, fair, and inclusive environments.

## DEPARTMENT FOR DIGITAL, CULTURE, MEDIA & SPORT (DCMS) FUNDING

Grassroots football facilities across Northern Ireland benefited from £700,000 of UK Government funding for improvements, as part of a major commitment to physical activity across the nation. Twenty-six projects across Northern Ireland

received funding to improve pitches, changing rooms and pavilions, so that more local communities can access high-quality facilities.

Projects were chosen for their ability to deliver improved facilities in deprived areas, support multi-sport use and increase participation among currently under-represented groups, including women, girls and disabled players.

The funding, combined with contributions from clubs and other local partners, improved the quality of community facilities, brought people together to enjoy playing sport in their local area, regenerate communities and enhance social cohesion. It formed part of a £25 million UK-wide investment in grassroots facilities during the financial year, out of a total of £230 million set to be invested to help to build or upgrade up to 8,000 quality pitches across the UK over the next four years.

## FOOTBALL NI APP

The Irish FA launched a new app to help players, fans, clubs and match officials to keep up to date with the action in matches across Northern Ireland. The free Football NI app provides users with information

about fixtures, results, team line-ups, match events and other statistics for all affiliated football in the country and has currently around 40,000 active users.

The app can be used to track teams, players, matches and competitions. It enables players to check their individual profiles and users to receive notifications whenever match events related to their chosen favourites are recorded in the Irish FA's Comet football management system.

This app is a genuine first for football in Northern Ireland. The Irish FA is embracing technology in a way that is aiding the football community. It provides greater access to results and match information whilst games are taking place.

## VAR INVESTIGATIONS

Several video assistant referee (VAR) systems were demonstrated at NIFL Premiership games last year with a view to investigating and understanding the various options around functionality, required infrastructure and potential cost. Exploratory work will continue until a viable proposal for topflight football in Northern Ireland is identified.



## DISCIPLINARY CODE UPDATE

The Irish FA's Football Committee approved an updated Disciplinary Code which came into effect on 1 August 2022. Under the new code, which was introduced following a review by the Association's Disciplinary Committee, there were changes to rules on cautions for players and officials, suspensions, dismissals, and discrimination among other things.

## UEFA EURO 2028

The preliminary submission of the UK and Ireland Bid to host UEFA Euro 2028 was completed in November 2022 with the final submission completed during April 2023.

The bid group consists of the Irish Football Association, The Football Association of Ireland, Scottish Football Association and Football Association of Wales. The shared vision for UEFA EURO 2028 is: 'Football for all. Football for good. Football for the future'.

Key to this vision is a commitment to diversity, social purpose, and innovation in delivering an

outstanding UEFA EURO 2028 that will create unforgettable memories in sold-out, iconic stadia in famous football cities known throughout the world.

## SUB-REGIONAL FUNDING

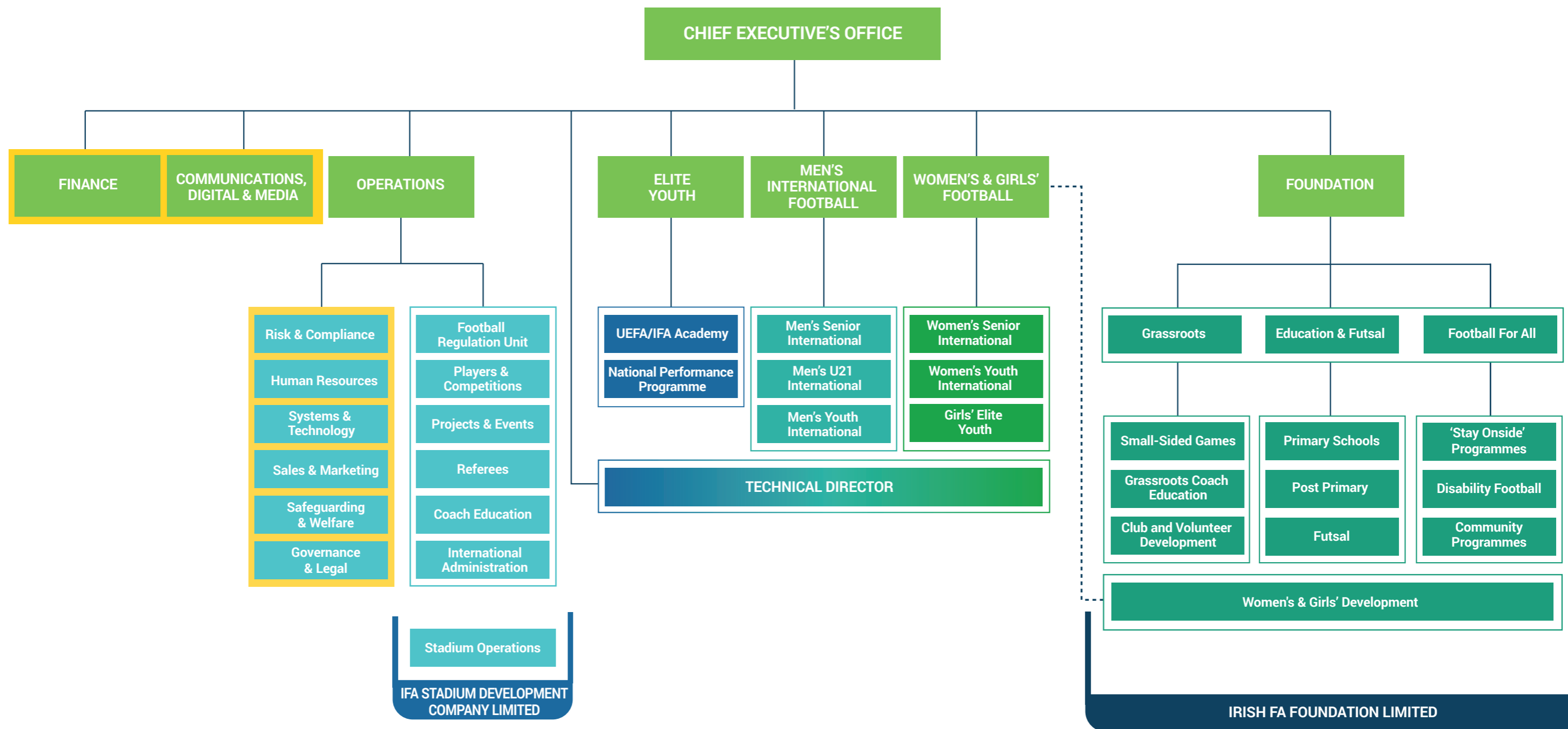
During 2022, the Department for Communities has worked with stakeholders, including the Irish FA, to undertake research in relation to quantifying the needs for performance clubs in Northern Ireland.

The Sports Ground Safety Authority (SGSA), the UK Government's advisor on safety at sports grounds, has surveyed grounds of performance clubs and officials from the Department for Communities are analysing this data while also reviewing the detailed plans of individual clubs.

This work represents the most comprehensive assessment of need ever completed for local football grounds and strongly supports the need for investment. Work is ongoing to refine proposals for performance clubs and consider the needs of grassroots clubs.

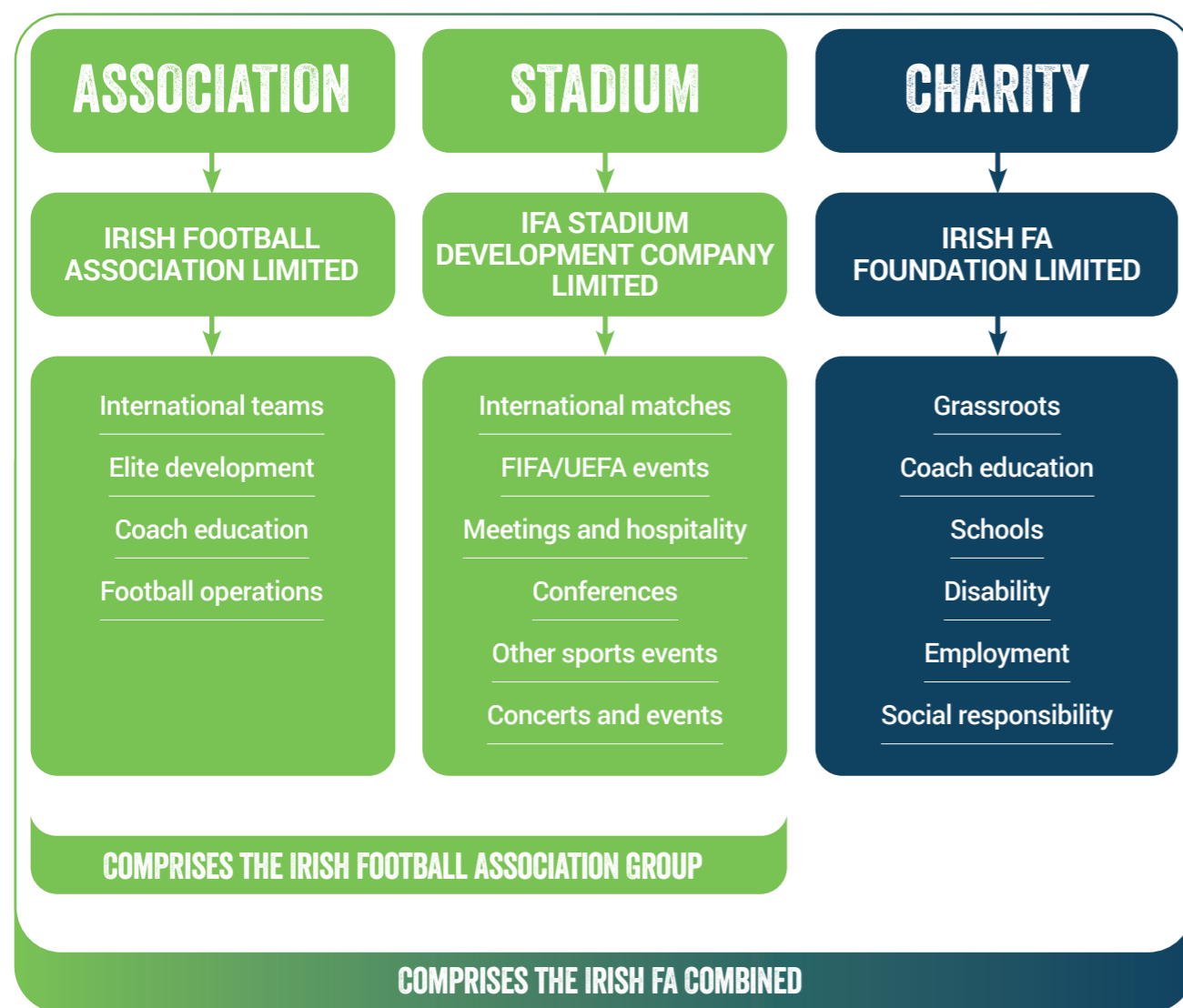
“  
**THE IRISH FA LAUNCHED A NEW APP TO HELP PLAYERS, FANS, CLUBS AND MATCH OFFICIALS TO KEEP UP TO DATE WITH THE ACTION IN MATCHES ACROSS NORTHERN IRELAND.**  
 ”

# OUR OPERATING MODEL



Support functions that cover the whole of the Association.

# IRISH FA ENTITIES

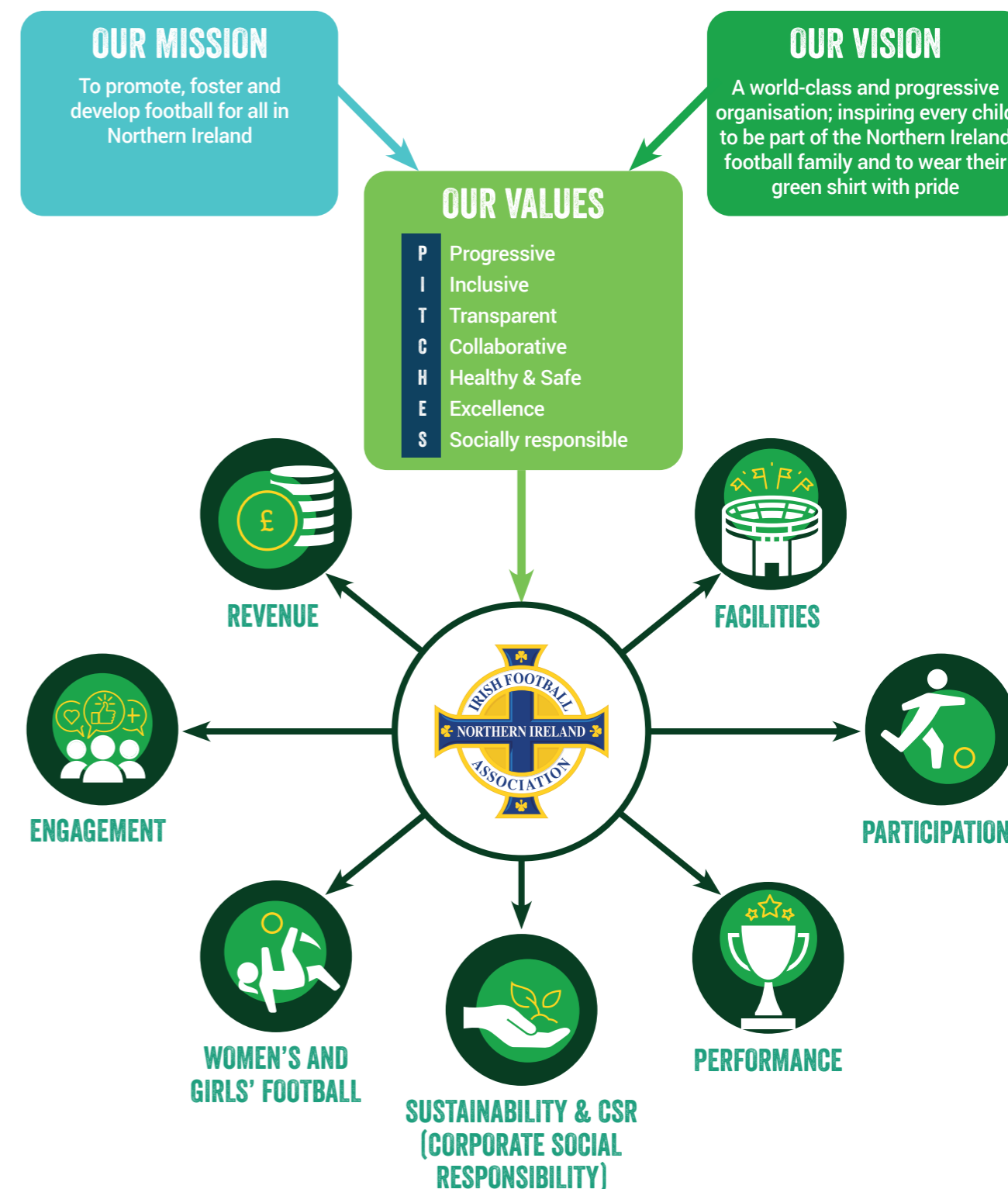


■ Financial performance included in this report. Group comprises both entities. Company is Association only.

■ Financial performance reported separately. See Annual Report and Financial Statements for Irish FA Foundation Limited, Company Registered Number NI642595.

# MISSION, VISION AND VALUES

The Irish FA's vision, mission and strategic pillars have been drafted by the Strategy Leadership Group.



# STRATEGY UPDATE

The first full-year review of the Irish FA's corporate strategy for 2022-27 shows the Association is making considerable progress on several fronts.

'A Roadmap For Football', launched in January 2022, features more than 30 strategic objectives and over 100 individual actions covering all aspects and levels of the game across Northern Ireland.

At its core are seven strategic pillars – supported by four enablers – that focus on boosting participation levels, improving performance, corporate social responsibility and sustainability, women's and girls' football, improving facilities, generating revenue and engagement.

The review of the first 12 months of the five-year strategy outlines progress being made against the pillars.

In terms of improving performance at international level, the appointment in November of former Northern Ireland captain Aaron Hughes as the Association's first Technical Director will see him focus on the continuous improvement of elite football through the creation of a high performance culture. His role covers men's and women's football.

When it comes to player development, the Irish FA JD Academy continues to thrive – boosted by the appointment of a Player Care and Education Officer.

A collaboration with Premier League side Leicester City is under way, with scouting and coaching sharing. Academy players and coaches have already visited Seagrave, Leicester's training ground, and further trips are in the pipeline to both England and to Leicester's partner club in Belgium, OH Leuven.

The review notes the Irish FA Foundation is currently undergoing a review with relevant stakeholders.

Engagement with external stakeholders is expected to increase significantly with the introduction of a digital communications officer focusing on the Foundation and its activities as well as development teams.

There has been an increased emphasis on promoting the National Football Stadium at Windsor Park as a conference venue following the appointment of a Conference and Sales manager.

As referenced by the President and Chief Executive in their reports, delay in the sub-regional facilities funding constitutes a threat to delivery of the facilities pillar within the strategy.

The Irish Cup has attracted two additional sponsors in Cathedral Eye and Isuzu, both of whom will partner for the next three years, while main sponsor Samuel Gelston's Irish Whiskey has extended its support for the competition for a further year.

Food kiosks in the stadium are being updated, while discussions have been taking place with external partners on how the food and drink offering in the kiosks can be enhanced.

A strategic goal of the Association is to encourage more women and girls to get involved in football – as a player, coach, administrator, referee or in some other way.

Following a successful female-only National Coaching Certificate (Level 1) course in Belfast back in June, which was completed by 16 coaches, a further female-only NCC course was staged in Coleraine in September. It was completed by 20 coaches.

“**A STRATEGIC GOAL OF THE ASSOCIATION IS TO ENCOURAGE MORE WOMEN AND GIRLS TO GET INVOLVED IN FOOTBALL**”



FEMALE-ONLY NATIONAL COACHING CERTIFICATE (LEVEL 1) COURSE	FEMALE-ONLY NCC COURSE	UEFA A LICENCE COURSE	UEFA B LICENCE COURSE	UEFA C LICENCE COURSE
completed by <b>16</b> COACHES	completed by <b>20</b> COACHES	completed by <b>3</b> WOMEN	completed by <b>2</b> WOMEN	completed by <b>7</b> WOMEN

In addition, during 2022 seven women completed a female-only UEFA C Licence course, with 14 others waiting for final assessments. Three women also completed the UEFA A Licence, while two gained a UEFA B Licence. Applications currently being finalised for submission include one Pro Licence.

Last year's launch of a new Female Football Leadership (FFL) Programme was seen as a key part of the Association's CSR work.

The review notes the FFL 2022 programme graduation was held in December at the National Stadium.

Twenty women from 13 different clubs completed the course. An elite version of the programme, with six participants, is now under way.

In terms of supporting disability football, work has been ongoing with the Association's Disability Access Officer to set up an inclusivity/ accessibility focus group. A separate focus group will be created to cover a wider remit.

For clubs at grassroots level a suite of six e-learning courses, covering a range of topics, was launched at the end of September.



**GOVERNANCE**

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# CHAIRMAN'S GOVERNANCE STATEMENT

On behalf of the Board, I am pleased to present my third Corporate Governance Report for the Irish Football Association for the year ended 31 December 2022. Economic conditions have had a significant impact on the Association during the year, and the role of the Board has been to guide it through these challenging headwinds. These circumstances have made it vital that we both challenge and support the Senior Leadership Team (SLT) in ensuring ongoing success and the delivery of the important objectives set out on our five-year corporate strategy, 'A Roadmap for Football'.

The Board operates in a transparent manner with clear procedures and practices, in an environment where everyone's voice is heard and valued. During the year we conducted an Internal Board Self Effectiveness Review where we reflected upon and assessed how we conducted our business. I was delighted with the outcome of the review with the Board's assessment of understanding, performance, and independence, all being extremely positive.

The composition of the Board is extremely important, requiring an appropriate balance of skills and experience, diversity and independence. At the year end there were nine directors from the Irish FA's football Council and three independent directors with a long track record of both public and private sector experience. The Board derives great benefit from the support of the Company Secretary, who has a professional legal background and strong experience within the Irish FA.

Consideration of the Association's strategy and the interests of our stakeholders are at the forefront of the Board's thinking. Meetings enable members to monitor the work of the SLT and provide the opportunity for constructive scrutiny. Alongside effective accountability, there is a real sense of working in partnership for the betterment of football across Northern Ireland.

I have confidence in this Board, which I have the privilege of chairing and believe that by working alongside the SLT, and guided by our corporate strategy, we can look to the future with optimism.



**Stephen Martin**  
Chairman

#GAWA



“  
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# SUSTAINABILITY REPORT

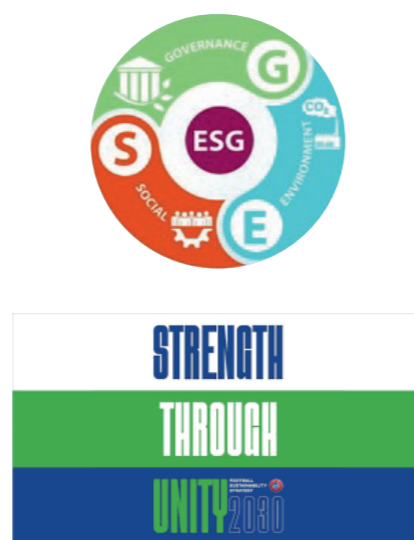
The Irish FA's corporate strategy, 'A Roadmap for Football', includes corporate social responsibility and environmental sustainability as one of the key strategic pillars, with a new sub-committee of the Board created to drive progress in this area.

The role of the Sub-Committee is to represent the Board in defining the Irish FA's sustainability strategy, including its development, oversight, and review of the policies, programmes, practices, targets, and initiatives of the Irish FA and its subsidiaries.

The objective of the Sub-Committee is not simply compliance but about embedding sustainability considerations in all of the Irish FA's major decision-making processes. The sustainability areas of environment, social and governance

(ESG) will be at the heart of the Irish FA's activities and processes.

In December 2021 UEFA launched their sustainability strategy as a template for all UEFA Nations. The strategy, called 'Strength Through Unity', details eleven areas of social responsibility for football and sets out plans, objectives and targets in all of these areas. The Irish FA Sustainability Committee has agreed to adopt the UEFA template and will be building these guidelines into our programmes and events.



## UEFA'S 11 AREAS OF SOCIAL RESPONSIBILITY FOR FOOTBALL

The eleven areas of social responsibility for football have been incorporated into the Irish FA's sustainability strategy due to be launched during Q2 2023. The strategy will have five goals which will address the eleven areas identified by UEFA. Behind each of the five goals there are objectives along with KPIs to measure their impact.



## GOAL 1

### Health and wellbeing – mental and physical health



Ensure football within Northern Ireland is a vehicle for supporting and improving mental and physical health. There are already various health and wellbeing programmes running throughout the Irish FA, this goal commits to build on the foundations already in place. Alongside all of our participation programmes for males and females aged 4-90, the 'Ahead of the Game' Mental Health programme in partnership with TAMHI (Tackling Awareness of Mental Health Issues) has been very supportive for clubs looking to help their members in difficult times.

## GOAL 2

### Safeguarding and child protection



Football can have a very powerful and positive influence on people – particularly children and young people. It provides them with an opportunity to experience many positive effects. However, children and young people can only experience the positive effects of football if the environment in which they play and learn is safe, secure and free from abuse and harm. The protection of children and young people in football has been, and remains, a priority of the highest order for the Irish FA. A new safeguarding strategy has been developed and was launched in Q1 of 2023.

## GOAL 3

### Equality and Inclusion



The Irish FA is committed to Football For All both on the pitch and in the stands. The Association delivers a wide range of disability participation programmes through schools and clubs with pan-disability programmes as well as impairment-specific such as Visual Impairment, Cerebral Palsy and Powerchair. Off the pitch we have appointed a Disability Access Officer to work alongside UEFA and CAFE (Centre for Access to Football in Europe) to ensure the best possible experience for fans with disabilities attending games at the stadium. On match nights there are many easy access areas for wheelchair users and their companions, a sensory room for families with children wanting to attend the game but unable to cope with the noise, transport from parking areas to turnstiles for those with mobility issues and special commentary and headsets for those with a visual impairment who want to sit in the stadium with their friends.

We have established an LGBTQIA+ Review Group which includes key stakeholders from within the football family and a number of interested groups to ensure that football is open to all and everyone feels part of the game here in Northern Ireland. This group has delivered some pilot programmes and will continue to engage with key stakeholders on an ongoing basis to develop further.

With assistance from the UEFA Refugee Support programme, the Irish FA has been delivering initiatives for refugees throughout Northern Ireland for the last three years. This year it has developed further into programmes of Coach Education and engagement with NIFL clubs.



**Bronze Diversity Mark**

### Diversity Mark

The Association is working towards the Bronze level Diversity Mark and has put in place several programmes to ensure that this is achieved. The focus for the bronze award is addressing the lack of females in leadership and coaching roles in football as well as improving participation numbers of females in the game.

Two women's leadership programmes are currently being delivered; the Female Football Leadership programme and the Elite Female Leadership programme. These are open to all females involved in any role in football and help their personal development to achieve their full potential. We have also launched Emerge, which is a development programme for female staff to enable them to achieve their ambitions within the organisation. For participation at the base level we have launched Shooting Stars programmes in every council area of Northern Ireland, giving young girls aged 4-11 an opportunity to develop their skills and love of the game in a fun, safe and inclusive environment. These Shooting Stars programmes have proved very successful with an average of 30 girls in each. Lastly in this area our Education and Employability officers are delivering programmes in three girls-only schools. These programmes prepare students for careers in sport giving them qualifications as well as hands-on experience in Sports Development.

## GOAL 4 Anti Racism & Anti Sectarianism



The Irish FA aims to create a fun, safe and inclusive culture throughout all levels of football in Northern Ireland. Through our 'Football For All' ethos, we are committed to using football as a vehicle to tackle sectarianism and racism within our communities and also within the football environment, from the grassroots to the elite professional level. The 'Everybody's Game' anti-racism programme has been delivered to a number of clubs, schools and community groups to start the conversation about eradicating racism from football. The 'Common Ground' anti-sectarianism workshop has been further developed and delivered widely. UEFA has created an 'Outrage' toolkit dealing with many forms of discrimination and our Education & Employability officers have been using these in schools and colleges.

## GOAL 5 Climate Action



Football in Northern Ireland working towards a sustainable future for all.

### Circular Economy

The Circular Economy guidelines are being used within the Association with projects looking at kit recycling, food waste and single-use plastics within all Irish FA events and programmes. With the launch of the new strategy and targets this will be further developed.

### Climate & Advocacy

We have joined with other sporting organisations to pledge support in this area through the UN Sport for Climate Action campaign and the Climate Action Pledge for the Responsible Business Network. We will have science-based targets for Scope 1, 2 and 3 emissions. We will calculate baseline information and will have a plan in two years in line with UN Sport for Climate Action.

### Event Sustainability

All waste at the stadium is collected, sorted and recycled by our recycling partner. Currently, 57.22% of waste is recovered, 41.1% is recycled and 1.68% goes to landfill. We will look to improve these figures.

### Infrastructure Sustainability

The Irish FA has a number of sustainability measures currently in place at the stadium.

### Rainwater Harvesting

All rain falling on the roofs of the stadium grandstands, and from some of the hard surface areas in the stadium, is harvested. From there it is pumped into the grey water system, which supplies all the water used in toilets throughout the stadium.

### Borehole

All the water used by the stadium pitch irrigation system is drawn through a collection tank that is supplied solely from a borehole located just outside the stadium.

### Air Handling System

The Air Handling System not only controls the quality of the air supply but also recaptures 30% of the heat it generates and recycles this heat.

### Heating

The stadium heat is set on a variable temperature basis that self-adjusts in accordance with the outside temperature. This ensures that the boilers are not delivering temperatures which are beyond need.

### Lighting

The lights in many areas of the stadium are activated by motion sensors and timers, thereby ensuring that they are not left on when not required.

### Electricity

The Irish FA electricity supply is obtained fully from renewable sources.

### Climate targets

As reported in the 2021 Annual Report, the Irish FA will commit to a suite of SMART objectives. The targets in the following table are the main headlines of the Climate Action Plan, which will have detailed KPIs in all four Climate Action areas.

TOPIC	TARGETS	KPI	TIME
Circular Economy	Introduce a new circular economy programme each year	Develop circular economy programmes to engage clubs and fans	Ongoing Annually
Climate & Advocacy	Cut greenhouse gas emissions by at least 50%	Calculate a baseline and put processes in place to reduce emissions	2030
	Club sustainability programmes	We will produce guidelines for all clubs to enable them to become more sustainable	2025
Event Sustainability	Zero plastic waste and food waste at stadium events	Work with suppliers to ensure zero plastic waste and with local charities to ensure no food waste	2023
	Promote sustainable modes of travel	Work with transport partners to include reduced fares with match tickets and park and ride schemes	2025
Infrastructure Sustainability	Investigate and implement further sustainability measures at the national stadium	One project per year to reduce carbon footprint and improve energy efficiency	2030
	Annual measurement of carbon footprint	We will engage with experts to measure our progress in producing transparent reports	2024

### Streamlined Energy and Carbon Reporting (SECR)

Switching to 100% renewable sources for our electricity supply in 2021 has enabled us to reduce emissions by a further 47% in 2022. The Irish FA appointed external energy consultants during 2021 to advise on the following areas of electricity and gas arrangements:

- a) Reduction in annual consumption
- b) Procurement
- c) Renewable energy options

This has enabled the Irish FA to identify and reduce consumption across the Association, with consumption down 17.9% compared to the previous year.

National Football Stadium at Windsor Park	Year Ended 31 December 2022	Year Ended 31 December 2021
Gas & electricity consumption (million kWh)	3.95	4.81
UK emissions (tCO2e)	467	881
Intensity ratio (tCO2e per £100k of revenue)	2.73	5.36

### Greener and White Army



During the year the Irish FA launched an internal staff sustainability newsletter called 'Greener and White Army'. This newsletter is to inform and engage staff with sustainability updates and actions of the Association, helping to keep staff focused on this area within their day-to-day jobs.

### Electric Vehicle (EV) Charging Scheme

The Irish FA is facilitating a programme to fund the installation of EV charging points at our local football clubs. Currently 21 clubs are being assisted to obtain funding for these charging points through the Shared Island Sports Club EV Charging Scheme, encouraging our clubs and community to reduce their carbon footprint.



# UEFA GOVERNANCE PRINCIPLES



Effective governance is a key element in ensuring that the Irish FA functions properly, and UEFA has developed ten principles to help its 55 member associations to reinforce and develop good governance practices in their own countries.

These principles are recommended to each association as a means of strengthening their everyday work, policies, visions and strategies with the overall wellbeing of European football in mind. The ten UEFA good governance principles are comprehensive and wide-ranging and cover the broad spectrum of Irish FA activities and operations. The table below demonstrates how the Irish FA has fully adopted the principles and is committed to the highest standards of football and corporate governance.

## 1. CLEAR STRATEGY

<p>Associations should have a clear, transparent business strategy, which should be the result of an inclusive internal and external strategy development process. The strategy should be evaluated on a regular basis and, for the sake of transparency, be published.</p>	<p>'A Roadmap For Football', the Irish FA five-year strategy was launched in January 2022. The strategy was developed by the Association's Board and Senior Leadership Team and consulted widely on with stakeholders from all aspects of the football family across Northern Ireland. The strategy is published on the Irish FA website and a progress update is included in the annual report each year.</p>
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## 2. STATUTES

<p>UEFA expects member associations to maintain modern statutes that are fit for purpose. In this respect, particular attention is placed on the recommendation to establish fixed terms and/or age limits for presidents and board members, to avoid excessive power being concentrated in single persons through a system of checks and balances; and, to ensure balanced gender representation not only on the association boards but also in the corresponding league and club bodies.</p>	<p>The Irish FA maintains a comprehensive suite of modern statutes comprising its Articles of Association and Football Regulations and provides the opportunity to revise and amend its statutes each year at the Annual General Meeting. Fixed terms are established for the President and all Board members. Controls are in place to avoid excessive concentration of power in one person while, at the same time, ensuring continuity in the work of relevant bodies such as committees. The Irish FA actively encourages balanced gender representation throughout all the structures within its governance framework.</p>
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## 3. STAKEHOLDER INVOLVEMENT

<p>National associations are called to recognise and consult regularly their various stakeholders, both those that belong to the football family (i.e. clubs, leagues, players, coaches, referees and supporters) and other interest groups such as political bodies, media and relevant NGOs, who are important partners for the overall development of football at national level.</p>	<p>All major stakeholders within football in Northern Ireland are represented on the Irish FA Council. The Irish FA is in routine and regular consultation with a broad range of football stakeholders including supporters, clubs, leagues, players, coaches and officials. Ongoing media engagement is an integral part of the Irish FA communications strategy and topical issues involving football are the subject of constant dialogue with political parties, government departments and NGOs.</p>
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## 4. PROMOTION OF ETHICAL VALUES, INTEGRITY AND GOOD GOVERNANCE

<p>National associations are invited to include ethical values, integrity rules and good governance as priority objectives in their statutes. Moreover, with respect to ethical matters, associations are free to decide whether they want to address them in their disciplinary regulations or by means of a specific code of ethics.</p>	<p>Ethical principles are central to our core values of (PITCHES): Progressive, Inclusive, Transparent, Collaborative, Healthy &amp; Safe, Excellence and Socially Responsible. The Irish FA has a Code of Conduct and Disciplinary Code, which have sufficient provisions to deal with any and all ethical matters along with a robust policy on conflicts of interest. The Articles of Association also provide for an independent Disciplinary Committee free from pressure or interference.</p>
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## 5. PROFESSIONALISM OF COMMITTEE STRUCTURES

<p>An association's committees have a very important role. Therefore, not only are clear stipulations regarding the work, responsibilities and composition of every committee strongly recommended, but also fair gender representation and a balance of interests.</p>	<p>The Articles of Association of the Irish FA include a list of committees that operate within the Association. The Terms of Reference for each committee include clear definitions regarding the work, responsibilities, and composition of the committees, including appointment rules and members' qualifications. Many of the committees provide for the appointment of external independent experts with specific knowledge to assist the working of the committee. Committees regularly report to the Board of the Irish FA, which ensures the flow of proper communication to and from each committee and throughout the governance structures of the Association.</p>
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## 6. ADMINISTRATION

The key element here is to guarantee that the administration, i.e. those who run the association's day-to-day business, is protected from undue political interference.

The governance structure of the Irish FA has sufficient layers and adequate safeguards to ensure that it is free from undue political influence on operational matters and daily decisions. The Irish FA is an equal opportunities employer, with a commitment to providing parity of opportunity in employment to all persons irrespective of age, gender, marital status, disability, religious belief, race, political opinion, sexual orientation, and those either with or without dependents. All appointments are made based on merit plus every position has a job description and is graded through a job evaluation matrix.

## 7. ACCOUNTABILITY

Under this heading, UEFA addresses the need to safeguard national associations from mismanagement. Therefore, double signature systems, proper risk management programmes, budgeting, and definition of duties and responsibilities are all deemed as essential.

The Irish FA has an approval matrix and a scheme of delegation that ensures that appropriate and segregated authorisations are in place for key decisions. Detailed financial budgets are prepared annually, and forecasts are updated monthly. There are clear budget owners for each area of the business and actual performance is tracked, reported, and compared to the forecast each month. The Association maintains an appropriate level of insurance cover for a range of insurable risks. The Irish FA has a robust risk management framework that encompasses the Association's Risk Register and overall risk appetite. It is aimed not only at monitoring and mitigating defined risks but also at capturing and escalating emerging risks and opportunities.

## 8. TRANSPARENCY IN FINANCIAL MATTERS AND CORPORATE DOCUMENTS

The need for transparency is highlighted, especially in financial matters. National associations are therefore called upon to have transparent financial structures and strict financial controls, both internal and external. Moreover, for the sake of transparency towards the various stakeholders, certain documents should be made publicly available.

The Irish FA is subject to regular internal and external financial audits, central review from both UEFA and FIFA as well as statutory inspection from government departments such as HMRC. All financial procedures and controls are transparent, and the financial results are presented to the members at the Annual General Meeting each year. The Annual Report and Financial Statements as well as other relevant corporate documents are accessible on the Irish FA website and all requisite filings are submitted to the companies' register, making them publicly available.

## 9. COMPLIANCE

UEFA recommends that associations implement a strong compliance policy and culture to ensure that statutes and regulations are adhered to.

The Irish FA has dedicated procedures and resources for checking that statutes and regulations are adhered to, and that all operations and activities are compliant with laws and legislation. An ongoing programme of internal audit reviews helps maintain a strong culture of compliance.

## 10. VOLUNTEER PROGRAMMES

Considering that an association's overall goal should be to stimulate participation in football, associations are recommended to have effective grassroots and volunteer programmes to boost active involvement, especially among young people.

The Irish FA has a very successful volunteering programme known as People and Clubs. The programme aims to make volunteering in football as attractive as possible as well as making it easy for those involved in delivering football to realise their ambitions within the game. The volunteer plan and its implementation are designed to support clubs to provide the best possible experience for players and volunteers alike.



# BOARD



## 1. STEPHEN MARTIN OBE QPM

Chairman  
Appointed: June 2020

Stephen is the Deputy Chief Constable of the Civil Nuclear Constabulary, a police service which protects the United Kingdom's major nuclear infrastructure and nuclear material in transit. He was previously a police officer in Northern Ireland for nearly 34 years, concluding in 2020 as the Deputy Chief Constable of the PSNI. Stephen is also a Non-Executive Director/Harbour Commissioner with Belfast Harbour, Ireland's second-largest port, and he sits on the Prince's Trust Northern Ireland Advisory Committee. He is a Chartered Director, a Fellow of the Institute of Directors and a Fellow of the Chartered Institute of Personnel and Development. Stephen is a member of the Association's Remuneration Committee, Chairman's Committee, Nominations Committee and Sustainability Committee.

## 2. CONRAD KIRKWOOD

President  
Appointed: June 2021

Conrad has been a civil servant for 36 years. He has an MBA and is a

Harvard Alumnus, having attended the John F. Kennedy School of Government in the USA. Conrad has been involved in football administration at club, league, divisional and national level and was previously club Secretary of Abbey Villa FC for 21 years. He was formerly Chairman of the IFA Stadium Development Company Board, an Irish FA Director for nine years and is a member of the Institute of Directors. He serves as Vice Chairman of the Northern Amateur Football League and is a member of the UEFA Fair Play & Social Responsibility Committee. Conrad is a member of the Association's Chairman's Committee and Nominations Committee.

## 3. NEIL JARDINE

Vice Chairman &  
First Deputy President  
Appointed: June 2021

Neil is Chairman of the Fermanagh & Western Football League and Secretary of the Fermanagh & Western Football Association. Neil joined the Irish FA Council in 1997. Neil has also been a member of the UEFA HatTrick Committee since 2011. He is a member of the Association's Chairman's Committee, Nominations

Committee, Remuneration Committee and Sustainability Committee and he advises the Stadium Upgrades Working Group. Outside of football, Neil runs his own business as a freelance electrical estimator and project manager. He has been Chairman of the Board of Governors of Enniskillen Integrated Primary School since 2004 and is Secretary of the Rotary Club of Enniskillen.

## 4. HELEN KIRKPATRICK MBE

Senior Independent Director  
Appointed: August 2017

Helen is a non-executive director of NTR plc and of Origin Enterprises plc. She sits on the board of Displaynote Technologies, a private company. Helen is the chair of QUBIS, the spin out company of Queen's University Belfast. Helen has a BA (Hons) Business Studies from Ulster University, is a Fellow of Chartered Accountants Ireland and is a member of the Chartered Institute of Marketing. She is also a Fellow of the Institute of Directors. Helen is Chair of both the Association's Remuneration Committee and Sustainability Committee.

## 5. COLIN MCKENDRY

Second Deputy President  
Appointed: June 2021

Colin is the Managing Director of McKendry Group, which has been operating for 30 years. He has been the Chairman of Coleraine FC for the past 14 years. He also sits on the Board of the Northern Ireland Football League (NIFL) as Vice Chairman and represents Coleraine FC on the Premiership Management Committee. Colin has been involved in the Super Cup NI tournament and the North West 200 motorcycle event through sponsorship and continues to support these events outside of football. Colin is currently the Board Anti-Doping Champion.

## 6. NORMAN MCKEOWN

Director  
Appointed: December 2016

Norman is a graduate in Economics and a Fellow of Chartered Accountants Ireland. He has acquired substantial financial experience across a broad range of businesses and has held a number of executive positions including Group Finance Director at UTV Media Plc. Norman is also a Non-Executive Director of Northern Ireland Co-Ownership Housing Association Limited. Norman is the Chair of the Association's Audit and Risk Committee and acts as board observer at meetings of the IFA Stadium Development Company Board.

## 7. MICHAEL WILSON

Director  
Appointed: December 2019

Michael is a retired bank official. He has been involved with his junior club since 1977 as a player and committee member. He is a Council member of County Antrim FA, acting as Treasurer from 2005 and was a member of Irish FA Council from 2007 until 2019 when elected to the Irish FA Board. From 2015, Michael has been a committee member of the Down Area Football League. In 2019 he took on the role of Treasurer of the County Down SuperCupNI Committee. Michael is a member of the Association's Audit and Risk

Committee and acts as board observer at meetings of the Irish FA Foundation Board.

## 8. CHERYL LAMONT CBE

Director  
Appointed: March 2021

Cheryl is a retired Chief Executive Officer of a high-profile public service organisation in Northern Ireland. She is a professionally qualified social worker, holds a master's in business administration and is a Churchill Fellow, having undertaken international research in domestic violence in the USA. Cheryl was appointed to the position of Deputy Lieutenant in the County Borough of Belfast in September 2022. Cheryl became a member of the RQIA in February 2023 by public appointment. Cheryl was appointed President of the County Antrim FA in September 2020 and has been the Irish FA representative on the UEFA Women's Committee since September 2019. Cheryl is currently the Board Safeguarding Champion.

## 9. MERVYN MARTIN

Director  
Appointed: March 2021

Mervyn is a retired IT consultant and former director of a travel agency. He has been the Hon. Secretary of the Northern Amateur Football League since 1990. Mervyn has been Company Secretary and Director of the Northern Amateur Football League Limited since its inception in June 2021. Mervyn was elected to the Irish FA Council in 1995 on behalf of the County Antrim FA.

## 10. SIMON MCCOY

Director  
Appointed: March 2021

Simon is a retired safety engineer, having worked within the electricity supply industry for 44 years. He is involved with Holywood FC in a variety of roles and was recently involved with Bangor Swifts. This involvement led to membership of the Down Area Winter Football League and County Antrim FA. Simon joined the Irish FA Council in 2011. Simon is a member of the Institute of Directors, and he is also a member of the Association's Remuneration Committee.

## 11. SAM DENNISON

Director  
Appointed: November 2021

Sam has been involved in the junior game since 1988 and has fulfilled the club roles of Chairperson, Vice-Chair, Treasurer and Secretary in the amateur game. In 2019 Sam was elected as President of the Fermanagh and Western League. In the 2022-23 season he fulfils the role of NIFL Match Observer. Sam qualified as a teacher in 1996 and has been a Primary School Principal since 2006 and has Postgraduate qualifications in Education, School Headship and I.T.

## 12. MICHAEL MEZZA

Director  
Appointed: June 2022

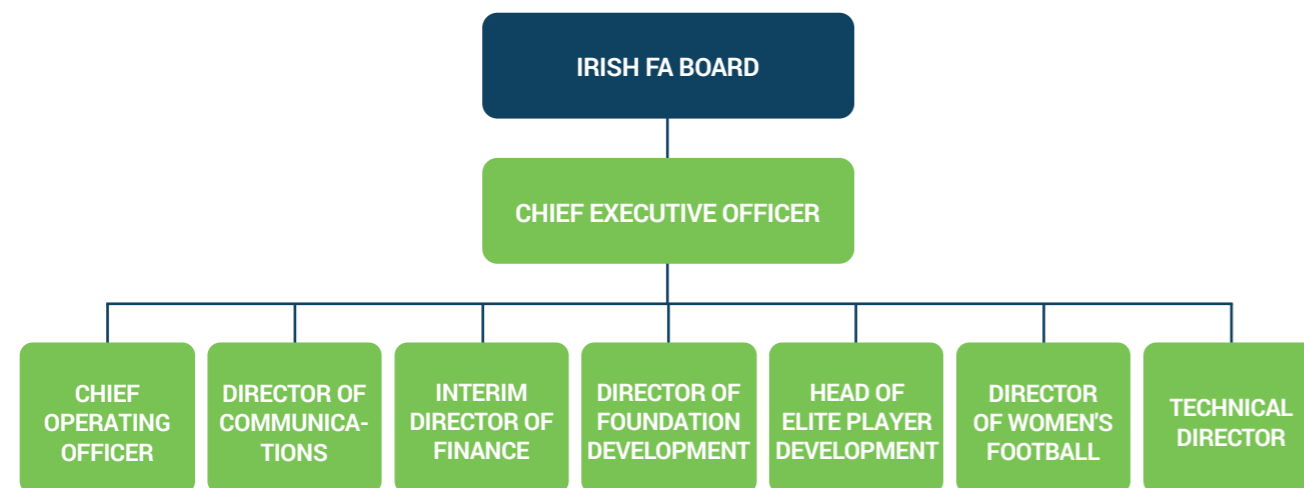
Michael is a member of the Board of the Northern Amateur Football League Limited (NAFL). He is an experienced football administrator and has twenty years' experience within the NAFL, the County Antrim Football Association and the Irish FA. He has recently completed a two-year term as Chairperson of the County Antrim Football Association's Junior Shield Committee. He is a committed trade unionist, serving as an Industrial Relations Representative for the Communication Workers Union within Royal Mail, where he also serves as a Mental Health Ambassador. Michael is a member of the Institute of Directors.

## 13. REBEKAH SHEARER

Company Secretary  
Appointed: November 2021

Rebekah is a qualified solicitor and joined the Irish FA as Discipline Manager in 2015. She is studying to become a Chartered Company Secretary to augment her existing legal qualifications. Rebekah is responsible for all legal matters including areas such as disputes or disagreements, commercial contracts and any other issues that require specialist legal knowledge.

# SENIOR LEADERSHIP TEAM (SLT)



Role	Incumbent (since)	Main responsibilities
Chief Executive Officer	Patrick Nelson (2009)	Overall management of the Association and leadership of the SLT
Chief Operating Officer	Graham Fitzgerald (2022) Previously Director of Finance since 2017	Football operations, ICT, HR, sales and marketing, refereeing, coach education, stadium operations, legal, company secretariat
Director of Communications	Danny Lynch (2022) Previously Head of Communications since 2019	Media relations, internal and external communications including social media channels, public affairs
Interim Director of Finance	Niall McClean (2022)	Finance, insurance
Director of Foundation Development	James Thompson (2022)	All aspects of football development, including schools, disability, grassroots, community relations, fundraising
Head of Elite Player Development	Andy Waterworth (2021)	Elite football up to u16 level including all aspects of the residential academy and the u16 national team
Director of Women's Football	Angela Platt (2021)	All aspects of women's and girls' football, international and domestic
Technical Director	Aaron Hughes (2022)	Continuous improvement in elite football through the creation of a high-performance culture supported by an aligned vision and strategy



# GOVERNANCE REPORT

## THE COUNCIL

At the apex of the Irish FA governance framework is the Council, which is a body that is representative of the overall membership of the Association. The primary function of the Irish FA Council is to act on behalf of the members and all those with a material interest in association football in Northern Ireland.

Although the Board is the ultimate decision-making authority of the Association, the Council provides an important forum for members to discuss, and debate matters of importance for the organisation and to provide a collective view to the Board.

Council members are permitted to serve a maximum of 15 years on Council and the tenure of any member must not extend past their 75th birthday. The Council has a quorum of 20 members in attendance.

The Council meets at least four times in each year:

- to elect the Office Bearers and other members of the Board
- to review reports from the Board and Football Committee as to the affairs of the Association
- to consider and advise on specific questions which may be addressed to it by the Board and Football Committee
- to provide a forum for discussion about and consideration of significant issues for the development of association football in Northern Ireland
- to appoint an independent arbitration panel to adjudicate on disputes
- to nominate members to judicial committees

- to nominate members to serve on committees in accordance with Articles and Football Regulations
- to give advice to any committee of the Association

Meetings of Council are chaired by the President or, in his absence, the First Deputy President, or in his absence the Second Deputy President.

Directors of the Board with the exception of the Office Bearers cannot be members of Council but may attend and speak at Council meetings. Council members wishing to stand for election to the Board must be nominated by two members of Council.

The Chairman of the Irish FA Board attends Council meetings to report on Board activities.

## THE BOARD

The Association is led and controlled by the Board, which is collectively responsible for the long-term and sustainable performance of the Association.

The Board's principal responsibilities are:

- to establish the vision, mission and values of the Association
- to set strategic objectives and provide the leadership to put them into effect
- to monitor and assess financial performance
- to embed a framework of controls which allow for the identification, assessment and management of risk
- to ensure the Association fulfils its obligations to members, employees, players and other stakeholders

- to oversee the recruitment and selection of key leadership personnel.

The effective discharge of these responsibilities is intended to achieve high standards of governance within the Association. The Board is acutely aware that good governance is a prerequisite to successful execution of Association strategy on a sustained basis and constantly strives to ensure that its policies and practices in this area are regularly reviewed and, where necessary, updated to reflect the evolution of the Association's activities.

The Board is accountable to stakeholders for all the actions of the company. The Articles of Association set out the rules agreed between members as to how the Association is run, including the powers and responsibilities of the Directors.

The Irish FA has a highly committed and experienced Board, supported by the Senior Leadership Team (SLT), with the qualifications and experience necessary for the effective running of the Association.



### LEADERSHIP AND PEOPLE

The Board is responsible for succession planning and remuneration policy for the Senior Leadership Team. The Board engages directly with the wider workforce through a variety of channels and monitors policies, practices and behaviour and how they support strategy.



### STRATEGY

The Board is focused on strategic matters and has a forward-looking agenda that considers economic, social, environmental and regulatory issues and any other relevant external matters that may influence or affect the Association's achievement of its objectives.

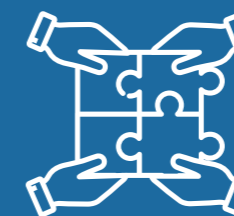


### PERFORMANCE AND MONITORING

The Board evaluates and oversees current performance and is responsible for approving annual plans and budgets, results, including the going concern statement. Performance monitoring includes non-financial performance such as strategic progress, quality, health and safety, employee wellbeing, environmental and social measures and ethical business practice.



### THE ROLE OF THE BOARD



### GOVERNANCE AND STAKEHOLDERS

The Board acts fairly between stakeholders and engages in appropriate dialogue to obtain the views of stakeholders as a whole. The Board reports to stakeholders in the form of an Annual Report and Financial Statements as well as various other statutory non-financial statements and reports including the Activity Report which is a summary of the football season. The Board considers the views of, and effects on, the Association's key stakeholders in Board discussions and decision-making.



### INTERNAL CONTROLS AND RISK MANAGEMENT

The Board sets the Association's risk appetite, assesses principal and emerging risks and reviews mitigation plans. Responsibility for monitoring the Association's risk management and internal control systems is delegated to the Audit and Risk Committee.

### MATTERS RESERVED FOR THE BOARD

The Board has a schedule of matters specifically reserved for its decision-making and approval. These include responsibility for the overall management and performance of the Association and the approval of its long-term strategy and objectives. The matters reserved for decision by the Board are regularly reviewed and approved by the Board.

- Definition and approval of vision, mission, values and corporate strategies
- Supervising the achievement of the long-term plan
- Approval of annual financial budget and rolling full-year forecast
- Approval of annual report and audited financial statements
- Approval of annual pay award to employees
- Appointment and remuneration of the Chief Executive, Men's International Team Manager and Women's International Team Manager
  - Constitution of the interview panel for Senior Leadership Team appointments, to include both board members and CEO.
  - The approved panel is responsible for the appointment and initial remuneration of the Senior Leadership Team.
- Approval of the Corporate Risk Register
- Approval of the scheme of Delegation to the Chief Executive
- Approve who will represent the Irish FA at external events as required
- Approval of contracts with:
  - Lifetime value >£500,000
  - Single transaction value >£250,000
- Approval of applications for external grants >£50,000

### BOARD COMPOSITION

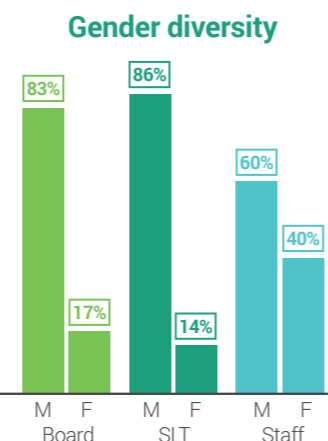
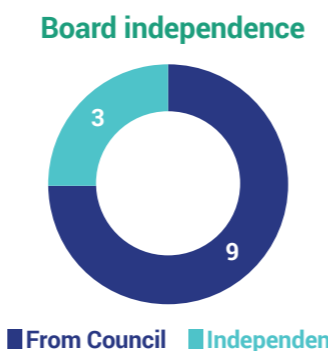
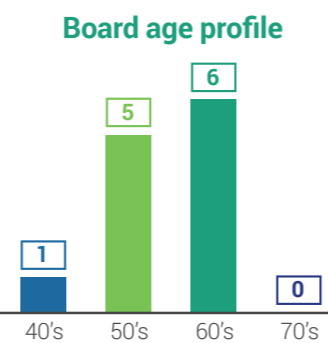
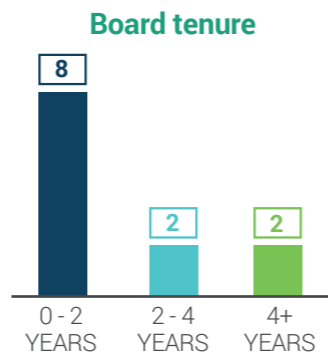
Good corporate governance requires that the Board should contain a balance of skills, experience, independence and knowledge of the Association. Board composition is regularly reviewed to ensure the requisite mix of skills and experience is maintained and to ensure the proper functioning of the Board. Before the appointment of a Director is confirmed, the Chairman establishes that the prospective Director can commit the time and effort necessary to fulfil their duties, in terms of availability both to prepare for and attend meetings and to discuss matters at other times.

The Board shall consist of 12 members and is comprised as follows:

- Three Office Bearers elected by and from Council
- Six other members elected by and from Council, at least one of whom shall be a representative of a women's club appointed to Council
- Two independent Board members co-opted by the Board not being a member of Council or holding office in any Member, or having been so in the three years prior to appointment
- One Board member co-opted by the Board who need not be an independent member but shall have such skills or experience not otherwise available to the Board

Board and committee members observe the Association's Code of Conduct and Code of Ethics. Board members maintain good working knowledge of developing guidance in the field of corporate governance and behave not in a narrow representative capacity but as directors independent of sectional interest and with responsibility for the whole range of the Association's business.

The Association ensures that terms of appointment for each Director are



agreed, and that a service agreement is signed with effect from the date of appointment. No Directors receive remuneration for their membership of the Board.

### BOARD MEETINGS

The Board meets at least six times per year to discuss and agree on the various matters brought before it, including updates from Board sub-committees.

The Chairman, in conjunction with the President, the CEO and the Company Secretary, plans an annual programme of business prior to the start of each financial year, considering outputs from the annual review of Board effectiveness.

This ensures that essential topics are covered at appropriate times,

and that space is built in to give the Board the opportunity to have in-depth discussions on key issues. The programme of business is prepared in conjunction with the annual programme for the SLT meetings, to ensure consistency and fluid reporting to the Board as and when required.

All Directors are expected to attend all Board and relevant Committee meetings. Details of attendance by Directors at meetings during the year are set out in this section. Directors who were unable to attend specific meetings reviewed the relevant papers and provided their comments to the Chairman of the Board or Committee. Any Director who misses a meeting

will, as a matter of course, receive the minutes of that meeting for reference.

Once a year the Chairperson of the Irish FA Stadium Development Company Limited and the Chairperson of the Irish FA Foundation Limited attend a meeting of the Board to report and update on all salient matters pertaining to the operations and strategic development of their respective entities.

Roles & Committees	Current Directors	Feb	Apr	Jun	Aug	Oct	Dec
R C N S	Stephen Martin	●	●	●	●	○	●
C N	Conrad Kirkwood	●	●	●	●	●	●
R S	Helen Kirkpatrick	●	●	●	●	●	●
A	Norman McKeown	●	●	○	●	●	●
A	Michael Wilson	●	●	●	●	●	●
R	Simon McCoy	●	●	●	●	●	●
	Mervyn Martin	●	●	●	●	●	○
R C N S	Neil Jardine	●	●	●	●	●	●
D	Colin McKendry	●	●	○	●	●	●
S	Cheryl Lamont	●	●	●	●	●	●
	Sam Dennison	●	●	●	●	●	●
	Michael Mezza				●	●	●

- C Member of Chairman's Committee
- N Member of Nominations Committee
- R Member of Remuneration Committee
- S Member of Sustainability Committee
- A Member of Audit & Risk Committee
- D Board Anti-Doping Champion
- S Board Safeguarding Champion
- Attended
- Absent

## DIVISION OF RESPONSIBILITIES

The Board appoints the Chief Executive to whom it delegates management decisions in accordance with a written Scheme of Delegation adopted by it.

The roles of the Chairman, Chief Executive and Senior Independent Director are clearly defined below.

### Chairman

#### Key responsibilities

- The effective running of the Board
- Lead the Board in setting strategy and bringing direction and focus on delivery
- Facilitator of the decision-making process
- Providing challenge
- Ensuring the Board receives accurate, timely and clear information
- Perform annual appraisals of Directors and CEO
- Ensure the Association observes high standards of corporate governance

### Chief Executive Officer

#### Key responsibilities

- Management of the Association
- Developing, proposing and implementing strategy
- Implementing Board decisions
- SLT leadership
- Maintaining an active dialogue with the chairman
- Leading stakeholder relations including with government and UEFA/FIFA
- Participation at IFAB

### Senior Independent Director

#### Key responsibilities

- Supporting the Chairman on governance issues
- Acting as a sounding board for the Chairman and a trusted intermediary for other Directors
- Leading the annual review of the Chairman's performance

## MANAGEMENT RESPONSIBILITIES

The Board delegates authority for the executive management of the company to the CEO, other than those matters reserved for decision by the Board and matters delegated to committees of the Board.

The Irish FA Scheme of Delegation is an internal document that sets out the delegations below Board level. It provides a structured framework to ensure the correct level of scrutiny over decisions on matters such as contracts, capital expenditure, and HR decisions. Amendments to the Irish FA Scheme of Delegation are reviewed and approved by the Board.

The SLT of the Association is responsible for the day-to-day operational management of the organisation. The concept of the SLT is that although the CEO has complete day-to-day responsibility based on delegation from the Board, senior leaders take responsibility for individual areas of the business, and also work together as a team to ensure that matters such as culture, fairness, progress and knowledge sharing are kept to the fore.

There is a monthly SLT meeting with a clear agenda, minutes taken and action points recorded. Each SLT member provides an update on their area during the meeting, seeking support and advice from the CEO and/or other SLT members as needed.

### BOARD INFORMATION

Both at its periodic meetings and in separate briefing sessions between Directors and senior management, the Board is kept fully apprised of all significant developments likely to affect the Association's performance and perception. The Board recognises its overall responsibility for the Association's system of internal control and for monitoring its

effectiveness. All activity is organised within a defined structure with formal lines of responsibility and delegation of authority.

The Association produces information packs on a regular basis which are distributed to Directors to enable the Board to monitor operational and financial performance and as a result allocate the Association's resources. The CEO prepares and presents a detailed written update report to all Board meetings covering significant matters since the date of the last meeting.

### BOARD TRAINING, APPRAISAL AND DEVELOPMENT

Directors receive induction on joining the Board and undertake training relevant to their responsibilities, providing detail thereof for training records maintained by the Association

Each Director submits themselves for annual appraisal by the Chairman. Annual appraisal of the Chairman is undertaken by the senior independent director.

### INTERNAL CONTROL

The Board has overall responsibility to ensure that the Association's internal control system is comprehensive, coherent and responsive to the evolving environment in which the Association operates. The Board is also responsible for maintaining a sound system of risk management and internal control that is sufficient to meet its strategic objectives, whilst effectively reducing risks to an acceptable level. The Association has built a robust framework of internal control around risk identification, impact assessment, probability of occurrence and mitigation strategies that has been in place for the year under review and up to the date of

approval of the Annual Report and Financial Statements.

### STAKEHOLDER ENGAGEMENT

The Association has a very wide range of stakeholders, both inside and outside the 'football family'. In relation to formal stakeholder management, divisional associations, the senior division of NIFL and all organisational members (for example the referees' association, the boys' and schools' associations and others) are entitled to nominate members to the Council of the Association.

Outside of this formal stakeholder management, strong relations are maintained with other key stakeholders in the Northern Ireland economy. These include Ministers and MLAs at Stormont, key officials in government departments such as Communities, Health, Economy and Education, local Council elected members and senior staff, and senior leaders at other sporting bodies such as Sport Northern Ireland, Ulster GAA, Ulster Rugby and the Northern Ireland Sports Forum. The Special EU Programmes Body is another key strategic stakeholder with whom we maintain a valued relationship. Regular consultation and information exchange sessions are held with representatives from The Amalgamation of Official Northern Ireland Supporters' Clubs and the Association's communications team leads on maintaining close relationships with key media personnel across broadcast, print and social media channels.



## AUDIT AND RISK COMMITTEE

### Membership

**Norman McKeown (Chairperson)**  
**Michael Wilson**  
**Glynis Brown (Independent)**  
**Ryan Adams (Foundation)**  
**Patrick Anderson (Independent)**  
**Siobhan Barclay (Independent)**

The Audit and Risk Committee's role is to assist the Board with the discharge of its responsibilities in relation to internal controls and external audits particularly with respect to the integrity, reliability and transparency of published financial information. The Audit and Risk Committee has formal meetings prior to the publication of the annual report and additional meetings at least four times per year. At each meeting the performance and findings of the internal audit team were reviewed, including any outstanding audit actions.

The Audit and Risk Committee considers and challenges the external independent auditors on their audit plan and approach before commencement of the fieldwork. The external independent auditors attend Audit and Risk Committee meetings to present their audit plan, explain the audit findings and present their audit report prior to the publication of the annual report.

The Audit and Risk Committee sets its own agenda in line with best practice and although only Committee members have the right to attend its meetings, the Committee has from time to time invited other parties to attend. On several occasions during the year the Committee interacted with the internal and external auditors and senior management of the Association to review matters under its remit.

The chair of the Committee subsequently reports on the activities of the Committee and matters of particular relevance to the Board. All members of the Audit and Risk Committee have recent and relevant financial experience of other relevant entities either currently or in the recent past.

## REMUNERATION COMMITTEE

### Membership

**Helen Kirkpatrick (Chairperson)**  
**Stephen Martin**  
**Neil Jardine**  
**Simon McCoy**

The Remuneration Committee meets periodically to determine the remuneration of the senior executives. Remuneration levels are set in order to attract and retain the senior executives needed to run the Association based on objective comparable market data. In addition, the Remuneration Committee provides guidance and direction into all major compensation-related policy decisions by the Association.

## CHAIRMAN'S COMMITTEE

### Membership

**Stephen Martin (Chairperson)**  
**Conrad Kirkwood**  
**Neil Jardine**  
**Patrick Nelson**

The Chairman's Committee is authorised to act on behalf of the Board during the intervals between Board meetings. It deals only with matters of a time-critical nature or those specifically remitted to it as and when directed by the Board by resolution at a Board meeting.

## NOMINATIONS COMMITTEE

### Membership

**Stephen Martin (Chairperson)**  
**Conrad Kirkwood**  
**Neil Jardine**  
**Patrick Nelson**

The Nominations Committee straddles all committees of the Board as well as the Board itself. Its remit covers the current and future composition of all these forums, with the exception of the appointment of a new chair of the Board.

## SUSTAINABILITY COMMITTEE

### Membership

**Helen Kirkpatrick (Chairperson)**  
**Stephen Martin**  
**Neil Jardine**  
**John McCollum (SDC)**  
**Clare McAuley (Foundation)**

The role of the Committee is to represent the Board in defining the Irish FA's sustainability strategy, including its development, oversight, and review of the policies, programmes, practices, targets, and initiatives of the Irish FA and its subsidiaries.

## OTHER BOARD COMMITTEES

The Board will appoint the Chairman and Vice-Chairman of the main Association Committees, which are as follows:

- Football Committee
- Disciplinary Committee
- Appeals Committee
- Licensing Committee
- All Board Sub-Committees

Members appointed by Council to Judicial Committees, which includes the Disciplinary, Appeals and Licensing committees, shall not be a member of any other Irish FA committee or body within the Association.



## GOVERNING DOCUMENTS

### 1. Articles of Association

The Articles of Association set out the rules agreed between members as to how the Association is run, including the powers and responsibilities of the Directors. The Irish FA articles were updated in December 2020 to incorporate best practice and current legal and governance standards.



### 2. Matters reserved to the Board

The formal schedule of matters specifically reserved for the Board's decision includes responsibility for the overall management and performance of the Association and the approval of its strategy, long-term objectives, annual results and report, annual budgets, material agreements, major capital commitments, going concern and long-term viability statements and key policies.



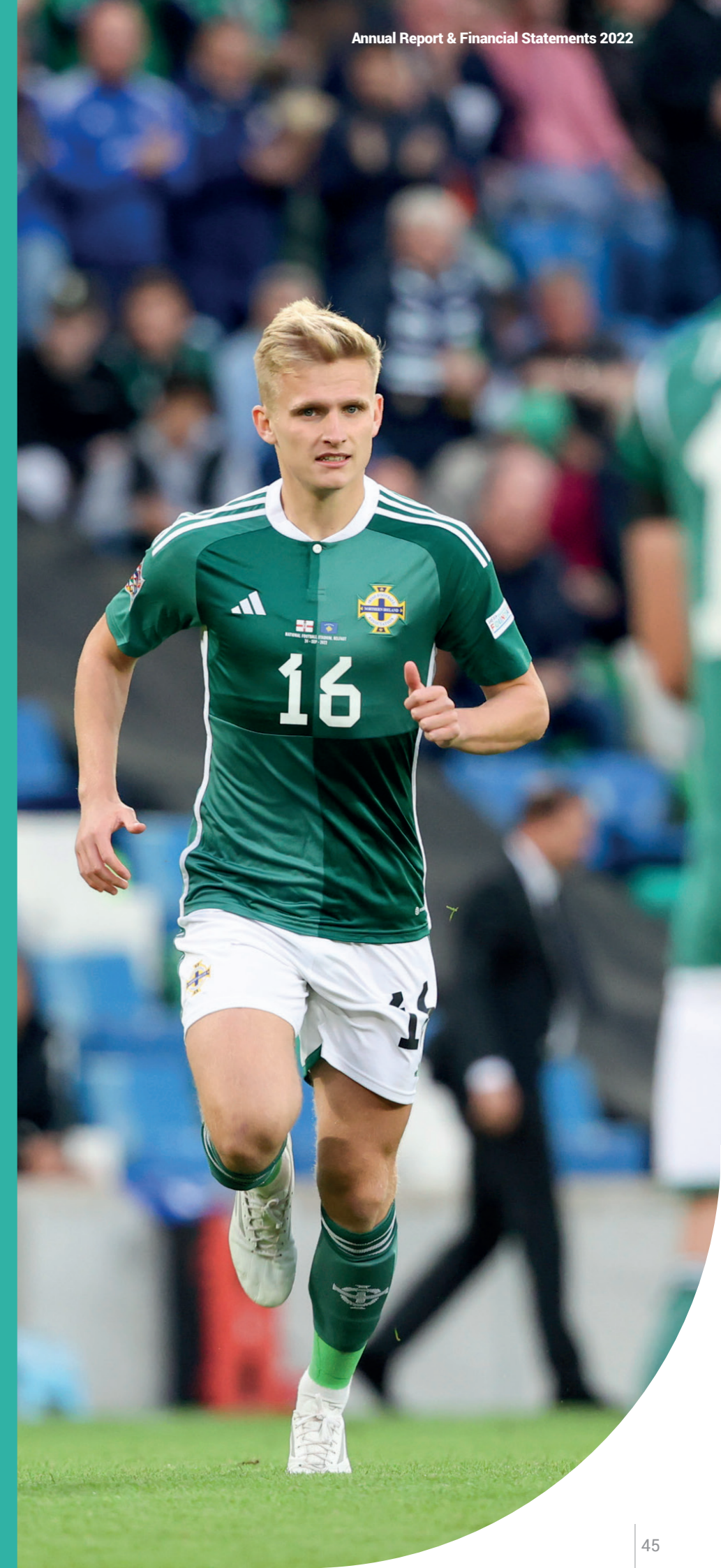
### 3. Committee Terms of Reference

The Board is assisted by committees to which it delegates matters as appropriate. Each committee has full terms of reference that have been approved by the Board and are reviewed and updated at appropriate intervals.



### 4. Delegation of Authorities

The Irish FA Delegation of Authorities is an internal document that sets out the delegations below Board level. It provides a structured framework to ensure the correct level of scrutiny of various decisions covering matters including commercial contracts, capital expenditure and HR decisions.





## INTERNAL AUDIT

The internal audit function, which is performed by an independent professional provider, carries out work across the company on a three-year rolling work plan, providing assurance and advice to help the organisation identify and mitigate potential control weaknesses. Both the internal audit and risk management functions have a role in identifying emerging risks that may threaten achievement of the Association's strategic priorities. Prior to the start of the financial year the Audit and Risk Committee reviewed and agreed the audit plan to be undertaken by the internal audit team during the year ahead. The audit plan coverage is based on risk, strategic priorities and consideration of the strength of the control environment.

The Committee reviewed the results of the internal audit reports during each meeting, looking in detail at any reports where processes and controls required improvement or any reports that were particularly

pertinent to delivery of strategic objectives or priorities.

The Committee was also provided with regular updates, including:

- Significant internal audit findings
- Agreed actions and progress against previous outstanding actions
- Management's responsiveness to the findings and recommendations
- The development of the overall control environment

Where internal or external circumstances gave rise to an increased level of risk, the audit plan was modified accordingly during the year. Any changes to the agreed audit plan were presented to and agreed by the Committee.

## ANNUAL GENERAL MEETING

At the AGM the Finance Director summarises the financial

results and performance of the Association. Stakeholders are invited to ask questions formally during the meeting and to follow up on these discussions with the Directors afterwards.

We look forward to welcoming our stakeholders to our AGM in June 2023 and to updating them on our Association developments.

## CONFLICTS OF INTEREST

In order to identify and manage conflicts of interest, all members of the Board are required to promptly notify the Chairman and Company Secretary in advance of any matters where there is a reasonable likelihood that such matter could give rise to an actual or perceived conflict of interest. In such circumstances Board members would withdraw from any consideration of the matter by the Board.

## EQUALITY, DIVERSITY AND INCLUSION

The Irish FA is fully committed to the principles of equality of opportunity and will ensure that everyone who wishes has an equal opportunity to participate in football at all levels and in all roles. We work with our members and partners to enable football to be an accessible and inclusive sport that provides opportunities for enjoyment and achievement at all levels.

## WHISTLEBLOWING

The Association has in place a whistleblowing policy which enables stakeholders including employees and volunteers of the Association to confidentially report matters of concern.

## SAFEGUARDING

The Irish FA insists on the highest standards to safeguard children and adults at risk. The Board is

committed to raising safeguarding awareness and creating a culture where safeguarding responsibilities and procedures for raising concerns are widely understood and embedded in our values. The Board has nominated one Director to the role of Safeguarding Champion on behalf of the Board and the role has specific terms of reference to govern its responsibilities.

## INSURANCE

The Association is required to have sufficient insurance in place to protect its operations against the impact of insurable events. Where possible and cost-effective, the Association seeks to insure itself against the risks it faces.

## FAIR, BALANCED AND UNDERSTANDABLE

The Board as a whole is responsible for the preparation of the Annual Report and Financial Statements and ensuring that it is fair, balanced and understandable. Drafts of this document have been reviewed by the relevant Committee Chairs and other Board members. The Board requested that the Audit and Risk Committee review the Annual Report in detail and provide its opinion. The Audit and Risk Committee concluded that it considers the Annual Report to be fair, balanced and understandable, and that it provides stakeholders with information necessary to assess the Association's position, performance, business model and strategy. In arriving at this conclusion, the Board's review draws on its collective knowledge of the Association, which is regularly updated by management reports and presentations at scheduled Board and committee meetings and other business updates provided between meetings.



# PRINCIPAL RISKS AND UNCERTAINTIES

## RISK FRAMEWORK

The Irish FA has a robust risk management framework that encompasses the Association's Risk Register and overall risk appetite. The framework utilises the three lines of defence model (see graphic). It provides a disciplined and consistent approach across all the Irish FA, ensuring a structured response at all levels throughout the Association and across all business areas and geographies.

This structured approach is co-ordinated by a dedicated Risk Manager and is aimed not only at monitoring and mitigating identified risks but also capturing and escalating emerging risks and opportunities.

The Board is responsible for assessing and managing risk and setting policies and procedures to monitor and mitigate against the Association's exposure to it. To ensure that risk awareness is set at an appropriate level, the Audit and Risk Committee assists the Board by taking delegated responsibility for the risk identification and assessment, in addition to reviewing the Association's risk management and internal control systems and making appropriate recommendations to the Board.

The chairman of the Audit and Risk Committee reports to the Board at each Board meeting on its activities, regarding both audit

matters and risk management. The Board monitors the Association's risk management systems through this consultation with the Audit and Risk Committee.

Risks are tracked and managed via an online risk register, with risks recorded at both Board and Management level. When unexpected issues arise, the Association learns from these issues, reassesses risk in the relevant area and implements changes to mitigate against a similar issue in the future.



## BOARD

- Overall responsibility for the Association's risk management framework and internal control processes
- Determines the Association's risk appetite
- Determines the Association's culture
- Approves the Risk Register on the basis of advice from the Audit and Risk Committee

## AUDIT AND RISK COMMITTEE

- Assists the Board in reviewing the effectiveness of the internal control and risk management processes in place
- Challenges the Board on risk appetite, tolerance and strategy, and on principal and emerging risks
- Agrees the scope of the internal audit and external audit functions, and reviews their work

## 1ST LINE

## SENIOR LEADERSHIP TEAM

- Operational management has primary day-to-day responsibility for risk management
- Ensures that risk management is an integral part of implementing the strategic objectives
- Ensures that the Association operates within the set risk appetite and tolerances
- Maintain departmental or SLT-level Risk Registers
- Undertake quality assurance activities and provide appropriate training

## 2ND LINE

## OVERSIGHT AND COMPLIANCE FUNCTIONS

- Functions: Finance, Risk Management, Information Security, Technology Security, Procurement, Human Resources, Legal and Compliance
- Establish appropriate policies
- Guide, advise and challenge management on the implementation and operation of internal controls
- Monitor and test risk systems and controls
- Co-ordinate appropriate and timely delivery of risk management information to the Senior Leadership Team

## 3RD LINE

## INDEPENDENT ASSURANCE

- Provides independent assurance that risk is being appropriately managed
- Independent testing, challenge and oversight of 1st and 2nd lines

## RISK MANAGEMENT PROCESS

- Risk management policy and annual assessment of the Association's principal and emerging risks and the effectiveness of risk mitigations

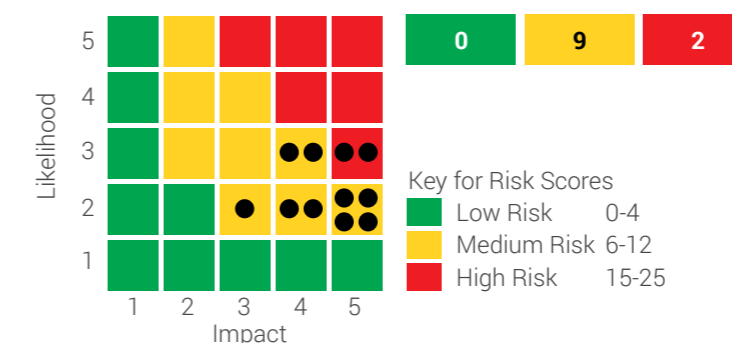
### RISK MANAGEMENT PROCESS

Effective risk management is key for enabling the Association to meet its strategic objectives and to achieve sustained long-term growth. The Association follows a five-step process to identify, monitor and manage risks. Identified risks and mitigations are captured in a Risk Register.

- 01 Set strategy**  
 The Board reviews progress of the Association’s strategy annually, and this forms the basis of the Association’s risk identification process, enabling a focus on those risks with relevance to the achievement of strategic objectives.
- 02 Identify risks**  
 At least once annually, an exercise is undertaken to identify the principal and emerging risks facing the Association. The detailed work is performed by the Senior Leadership Team and then considered and approved by the Board.
- 03 Evaluate risks**  
 The Association evaluates risks based on two key parameters: the likelihood of the risks occurring over the next five years, and the impact on the Association from a financial, reputational, compliance, ethical and safety perspective were the risks to be realised. The identified risks are then categorised and rated based on the aggregate impact of these two parameters.
- 04 Manage & mitigate risks**  
 The Senior Leadership Team identifies mitigating actions for each risk, based on an assessment of the effectiveness of the existing control environment. Where appropriate, changes to the control environment are identified and implemented.
- 05 Monitor & review risks**  
 The Senior Leadership Team is responsible for ongoing monitoring of risks and mitigations, which are captured in a Risk Register. The Board conducts a deep dive on a specific risk at each Board meeting. The Board approved the Risk Register at the November 2022 Board meeting, with a particular focus on the principal risks identified.

### RISK REGISTER

The Board has carried out a robust assessment of the emerging and principal risks facing the Group as at 31 December 2022. This included an assessment of the likelihood of each emerging and principal risk identified, and the potential impact of each risk after considering mitigating actions being taken. Risk levels were modified to reflect the current view of the relative significance of each risk.



#### 1. Legal & Regulatory compliance

**Description & potential impact**  
 Non-compliance with laws and regulations may result in significant negative impacts such as reputational and financial. It may be exposed to fines and penalties or legal action. The reputation of the Irish FA may be damaged if non-compliance with laws and regulations are made public. This may also impact upon revenue, by way of inability to obtain grant funding or loss of sponsorship.

**Risk mitigations & key actions in 2022**

- Internal audit programme in place
- Full year with Solicitor & Company Secretary in position following appointment in November 2021

Link to Strategy	Change during 2022	Risk Score
	=	10

- Link to strategy key**
- PERFORMANCE
  - PARTICIPATION
  - FACILITIES
  - REVENUE
  - ENGAGEMENT
  - WOMEN'S FOOTBALL
  - CSR

- Risk change key**
- Increased risk
  - No change
  - Decreased risk


## 2. Irish FA Brand

### Description & potential impact

Failure to protect and leverage the Irish FA brand and inclusion programme could result in reputational risk, lost commercial opportunities and declining participation.

### Risk mitigations & key actions in 2022

- Ongoing publication of SROI report and value information for clubs
- Ongoing community engagement via various projects
- Launched strategy 'A Roadmap for Football' in January 2022
- Robust tracking and reporting process in place for delivery of strategy
- Ongoing engagement with Amalgamation of Official Northern Ireland Supporters' Clubs in relation to fan-related matters

Link to Strategy	Change during 2022	Risk Score
	=	<b>15</b>


## 3. Reliance on ongoing successful performance of the men's international team

### Description & potential impact

Success on the pitch is closely linked to ticket, sponsorship and media revenue. It also impacts upon kit sales as well as other revenue streams. Success of the men's international team depends on a number of factors, including development of a pipeline of talent, coaching, facilities and effective administration of support services.

### Risk mitigations & key actions in 2022

- Appointment of a new Technical Director
- Change of manager for the senior men's team

Link to Strategy	Change during 2022	Risk Score
	=	<b>10</b>

## 4. Safeguarding & Welfare


### Description & potential impact

Failure to safeguard individuals and maintain their welfare could result in serious consequences for individuals for whom the Irish FA is responsible. This may undermine trust in the Irish FA and result in declining engagement with the Association.

This risk covers safeguarding of both children and relevant adults. In addition, it covers the welfare of players who sit within our elite development pathway structures for both girls and boys.

### Risk mitigations & key actions in 2022

- Dedicated Player Care and Education Officer appointed to the Academy
- Overhaul of the safeguarding policy document to make it more user-friendly

Link to Strategy	Change during 2022	Risk Score
	=	<b>15</b>


## 5. Vicarious liability

### Description & potential impact

The reach of vicarious liability in football appears to be expanding and current Irish FA insurance provision may be inadequate, leaving the association open to significantly increased liabilities.

### Risk mitigations & key actions in 2022

- Relevant insurances in place
- Review of emerging developments and case law by in-house Solicitor


Link to Strategy	Change during 2022	Risk Score
	=	<b>10</b>

### 6. Success of the women's game in Northern Ireland

**Description & potential impact**  
 A lack of success in the women's game in Northern Ireland may impact on participation numbers, success of the senior women's international team, sustainability of elite development pathway and ongoing support from funders and UEFA and FIFA.

**Risk mitigations & key actions in 2022**

- Review of girls' performance pathway
- Introduction of licensing programme into the NIFL Premiership – trial in season 2023/24
- Participation at UEFA Women's EURO 2022


Link to Strategy	Change during 2022	Risk Score
	=	<b>12</b>

### 7. Integrity – betting, doping and financial doping

**Description & potential impact**  
 The risks around integrity exist in sporting forums. These risks include betting, doping and financial doping for both international and domestic football in Northern Ireland.

**Risk mitigations & key actions in 2022**

- Dedicated education resource to deliver education to both the domestic and international game


Link to Strategy	Change during 2022	Risk Score
	=	<b>8</b>

### 8. Revenue and cost management

**Description & potential impact**  
 Failure to manage revenue and costs, maximise income and maintain revenue at a level to sustain a viable business model for the Association.

**Risk mitigations & key actions in 2022**

- Updates on all key financial elements presented to Audit and Risk Committee at each meeting
- Ongoing accountability and reporting to Board
- Commercial position report provided monthly – includes discussions on weaknesses and opportunities
- Regular IFA Stadium Development Company updates on commercial projects and position provided to company Board


Link to Strategy	Change during 2022	Risk Score
	=	<b>10</b>

### 9. Climate and environment

**Description & potential impact**  
 Regulatory risk associated with the likely introduction of future statutory obligations related to climate change. Financial risk from the cost of energy consumed by Irish FA assets and activities. Physical risk of potential disruption to events, activities, travel, or supply chains because of extreme weather or climatic conditions. Reputational risk caused by shifting attitudes and expectations towards climate-positive impacts from Irish FA stakeholders such as fans, players, clubs, coaches, officials, employees, partners, sponsors and grant funders.

**Risk mitigations & key actions in 2022**

- Climate and Environment sub-committee of the Board established to manage the Irish FA strategy on environmental sustainability
- Engaged the assistance of specialist energy consultants to advise on reducing consumption and switching to alternative cleaner sources of energy
- Provide guidance and advice to clubs and leagues in Northern Ireland around opportunities that they can implement to contribute positively towards environmental sustainability

Link to Strategy	Change during 2022	Risk Score
	=	<b>12</b>


### 10. Diversity and inclusion

#### Description & potential impact

A lack of a strong focus on diversity and inclusion (D&I) may result in the Irish FA being viewed negatively by staff, members, fans, sponsors and other stakeholders resulting in reputational damage, financial loss (inability to attract and retain sponsorship) and not being representative of the diverse society present in Northern Ireland.

#### Risk mitigations & key actions in 2022

- Continued focus ensured by introduction of D&I champion and a standing agenda item at Board meetings
- Set up a working group to develop D&I policies and review related UEFA and FIFA guidance

Link to Strategy	Change during 2022	Risk Score
	NEW RISK	6

### 11. Delivery on the Irish FA strategy

#### Description & potential impact

Failure to deliver on the Irish FA five-year strategy could result in a lack of growth in key footballing areas, reputational damage and a loss in confidence of staff, members, fans and stakeholders.

#### Risk mitigations & key actions in 2022

- Robust quarterly tracking and reporting mechanism in place

Link to Strategy	Change during 2022	Risk Score
	NEW RISK	8



# DIRECTORS' REPORT

The directors present their annual report and the audited consolidated financial statements of the Irish Football Association Limited (the "company") and its wholly-owned subsidiary, IFA Stadium Development Company Limited ("SDC") for the year ended 31 December 2022.

## PRINCIPAL ACTIVITIES

The principal activities of the company during the year continued to be the promotion, fostering and development of the game of association football at all levels throughout Northern Ireland.

The SDC had responsibility for the development and operation of the National Football Stadium. The results of the company and SDC (the "group", the "Irish FA" or the "Association") are consolidated in these financial statements.

The Association operates a charitable arm known as the Irish FA Foundation Limited (the "Foundation"). The Foundation undertakes delivery responsibility of the Association's Let Them Play youth and participation strategy.

The financial statements of the Irish FA Foundation Limited are presented in a separate report for company registered number NI642595.

## RESULT FOR THE YEAR

Details of the financial result for the year can be found in the Financial Review and form part of this report by cross-reference.

## FUTURE DEVELOPMENTS AND EVENTS AFTER BALANCE SHEET DATE

Details of future developments and events that have occurred after the balance sheet date can be found in the Strategic Report and form part of this report by cross-reference.

## GOING CONCERN

At year end the Directors assessed the going concern basis of the company, taking into account its current financial position and the principal risks, particularly those that could threaten the business model. These risks and the actions being taken to manage or mitigate them are set out in the section on principal risks and uncertainties.

The Directors have determined that a two-year period is an appropriate timeframe for the assessment, given the reasonably stable nature of the international football industry, and the visibility of expected future income.

The starting point for the going concern assessment is the rolling five-year macro financial plan along with the 18-month future cash flow forecast, and both projections provide sufficient comfort around financial viability.

The process for assessing the going concern basis of the company involved input from several functions across the Association and considered the following key assumptions:

- Significant contract in place with UEFA for television broadcast revenues through to 2028.
- Confidence from UEFA on the growth of their HatTrick programme and confirmed growth within FIFA's Forward programmes.
- Evidence and insight that engagement and demand remain strong amongst supporters and commercial partners.
- The availability of future working capital and contingency liquidity from company reserves.
- Impact of heightened inflation and corresponding cost base for operations.

- Refined procurement practices in place to control costs and optimise value for money.

- The ability to source external debt finance.

To support the conclusion on going concern, the assessment also reviewed, and stress-tested, the mitigations available to the company to protect against downside scenarios.

Based on the results of this analysis, the Directors have a reasonable expectation that the company will be able to continue in operation and meet its liabilities as they fall due over the period of at least 12 months from the date of this report and have therefore continued to adopt the going concern basis in preparing the financial statements.

## DIRECTORS

The directors of the company who were in office during the year and up to the date of signing the financial statements are shown on pages 34 and 35.

## DIRECTORS' POWERS

Subject to company law and the company's articles, the Board may exercise all of the powers of the company and may delegate their power and discretion to committees. The Senior Leadership Team (SLT) is responsible for the day-to-day management of the Association. The company's Articles of Association stipulate the maximum length of tenure permitted by each Director being dependent upon which sub article they are appointed under.

## DIRECTORS' LIABILITIES

As at the date of this report, customary indemnities are in place under which the company has agreed, to the extent permitted by law and the company's articles, to

indemnify the Directors, in respect of all losses arising out of, or in connection with, the execution of their powers, duties and responsibilities as Directors of the company or any of its subsidiaries.

## EMPLOYEE CONSULTATION

The Association places considerable value on the involvement of its employees and has continued to keep them informed on matters affecting them as employees and on the various factors affecting the performance of the Association. This is achieved through formal and informal meetings and the company internal news feature 'Team Talk'. Employee representatives from the Staff Forum are consulted regularly on a wide range of matters affecting their current and future interests. The employee staff forum is open to all employees.

## DISABLED EMPLOYEES

Applications for employment by disabled persons are always considered fully, bearing in mind the aptitudes of the applicant concerned. It is the policy of the Irish FA that the training, career development and promotion of disabled people should, as far as possible, be identical to that of other employees. So, in the event that a member of staff becomes disabled, we will make every effort to ensure that their employment with the Association continues. This includes making any proper adjustments necessary to accommodate their disability.

## EQUALITY, DIVERSITY AND INCLUSION

The Association's vision is to create an environment in which everyone – staff, supporters and the wider community – has equal, dignified ease of access to our organisation, services and facilities. The Association's aim

is to be inclusive, supportive, fair and free from discrimination. The Association aims to actively promote equality and diversity and ensure that the legislation and policy requirements within the nine protected characteristics of equality and diversity are implemented into all working practices.

## SUSTAINABILITY

Sustainability and football social responsibility (FSR) concepts are embedded in all of the Irish FA operations and activities. Information on the Association's approach to sustainability can be found in the Sustainability Report section of this report.

## POLITICAL AND CHARITABLE CONTRIBUTIONS

The Irish FA made no political or charitable donations, nor did it incur any political expenditure, during the year.

## ACCOUNTING RECORDS

The Directors believe that they have employed accounting personnel with appropriate expertise and provided adequate resources to the financial function to ensure compliance with the Irish FA's obligation to keep financial records. The financial records of the Irish FA are held at the National Football Stadium at Windsor Park, Donegall Avenue, Belfast, BT12 6LW.

## PROVISION OF INFORMATION TO AUDITORS

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditors in connection with preparing its report, of which the auditors are unaware.

Having made enquiries of fellow directors, the directors have taken

all the steps that they are obliged to take as directors in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

## INDEPENDENT AUDITORS

In accordance with Section 485 of the Companies Act 2006, a resolution is to be proposed at the Annual General Meeting for reappointment of PricewaterhouseCoopers LLP as auditors of the company. This Directors' Report was approved by the Board on 20 April 2023 and signed on its behalf.



**Stephen Martin**  
Chairman

Date: 20 April 2023



# FINANCIAL STATEMENTS

A NEW  DREAM

A NEW  DREAM



# STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS

## The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation.

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulation. Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have prepared the group and the parent company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law).

Under company law, directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and parent company and of the profit or loss of the group for that period. In preparing the financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently
- state whether applicable United Kingdom Accounting Standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements
- make judgements and accounting estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and parent company will continue in business.

The directors are also responsible for safeguarding the assets of the group and parent company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and parent company's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent company and enable them to ensure that the financial statements comply with the Companies Act 2006.



**Stephen Martin**  
Chairman  
Date: 20 April 2023

# INDEPENDENT AUDITORS' REPORT TO THE DIRECTORS OF IRISH FOOTBALL ASSOCIATION LIMITED

## Report on the audit of the financial statements

### OPINION

In our opinion, Irish Football Association Limited's group financial statements and company financial statements (the "financial statements"):

- give a true and fair view of the state of the group's and of the company's affairs as at 31 December 2022 and of the group's loss and the group's cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements, included within the Annual Report and Financial Statements (the "Annual Report"), which comprise: the group and company balance Sheets as at 31 December 2022; the consolidated statement of comprehensive income; the consolidated and company statements of changes in equity and the consolidated cash flow statement for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies.

### BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of

the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### INDEPENDENCE

We remained independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

### CONCLUSIONS RELATING TO GOING CONCERN

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the group's and the company's ability to continue as a going concern.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

### REPORTING ON OTHER INFORMATION

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report based on these responsibilities.

With respect to the Strategic report and Directors' Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 requires us also to report certain opinions and matters as described below.

## STRATEGIC REPORT AND DIRECTORS' REPORT

In our opinion, based on the work undertaken in the course of the audit, the information given in the Strategic report and Directors' Report for the year ended 31 December 2022 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.

In light of the knowledge and understanding of the group and company and their environment obtained in the course of the audit, we did not identify any material misstatements in the Strategic report and Directors' Report.

## RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS AND THE AUDIT

### RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

As explained more fully in the Statement of directors' responsibilities in respect of the financial statements, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors

either intend to liquidate the group or the company or to cease operations, or have no realistic alternative but to do so.

### AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Based on our understanding of the group and industry, we identified that the principal risks of non-compliance with laws and regulations related to failure to comply with the UK tax regulations and the Companies Act 2006, and we considered the extent to which non-compliance might have a material effect on the financial statements. We evaluated management's incentives and opportunities for fraudulent manipulation of the

financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results, including revenue recognition and management bias in accounting estimates or significant judgements. Audit procedures performed by the engagement team included:

- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations;
- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing the Group's litigation register as far as it related to non-compliance with laws and regulations and fraud; and
- Reviewing relevant meeting minutes, including those of the Board of Directors and the Audit and Risk Committee.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditors' report.

## USE OF THIS REPORT

This report, including the opinions, has been prepared for and only for the company's directors as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

## OTHER REQUIRED REPORTING

### COMPANIES ACT 2006 EXCEPTION REPORTING

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not obtained all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the company, or returns adequate for our audit have not been received from branches not visited by us; or
- certain disclosures of directors' remuneration specified by law are not made; or
- the company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.



**Martin Cowie**  
Senior Statutory Auditor

for and on behalf of  
PricewaterhouseCoopers LLP Chartered  
Accountants and Statutory Auditors  
Belfast  
31 May 2023

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2022

	Note	GROUP	
		2022	2021
		£000	£000
Revenue		16,336	15,148
Other income		747	1,278
<b>Total revenue and other income</b>	5	<b>17,083</b>	<b>16,426</b>
Cost of sales		(13,793)	(13,370)
<b>Gross profit</b>		<b>3,290</b>	<b>3,056</b>
Net administrative expenses		(3,943)	(3,042)
<b>Trading (loss)/profit</b>		<b>(653)</b>	<b>14</b>
Other (losses)/gains	6	((1,161)	521
<b>Operating (loss)/profit</b>	7	<b>(1,814)</b>	<b>535</b>
Income from other fixed asset investments		-	2
Net Interest Payable	9	-	(6)
<b>(Loss)/profit before taxation</b>		<b>(1,814)</b>	<b>531</b>
Taxation credit/(charge)	10	336	(350)
<b>Total comprehensive (expenditure)/income for the year</b>		<b>(1,478)</b>	<b>181</b>

The company has no other items of comprehensive income and so no statement of other comprehensive income has been presented.

# GROUP AND COMPANY BALANCE SHEETS

at 31 December 2022

	Note	GROUP		COMPANY	
		2022	2021	2022	2021
		£000	£000	£000	£000
<b>Fixed Assets</b>					
Intangible assets	11	84	169	84	169
Tangible assets	12	32,747	33,685	162	103
Investments	13	4,720	5,319	4,720	5,319
Debtors: amounts falling due after more than one year	14	1,680	1,980	1,680	1,980
		<b>39,231</b>	<b>41,153</b>	<b>6,646</b>	<b>7,571</b>
<b>Current assets</b>					
Inventory	15	24	13	12	-
Debtors: amounts falling due within one year	16	3,601	3,583	8,343	7,528
Cash and cash equivalents		6,670	6,609	6,356	6,391
		<b>10,295</b>	<b>10,205</b>	<b>14,711</b>	<b>13,919</b>
<b>Creditors: amounts falling due within one year</b>	17	<b>(13,786)</b>	<b>(13,429)</b>	<b>(11,689)</b>	<b>(10,573)</b>
<b>Net current (liabilities)/assets</b>		<b>(3,491)</b>	<b>(3,224)</b>	<b>3,022</b>	<b>3,346</b>
<b>Total assets less current liabilities</b>		<b>35,740</b>	<b>37,929</b>	<b>9,668</b>	<b>10,917</b>
<b>Creditors: amounts falling due after more than one year</b>	18	<b>(27,662)</b>	<b>(28,037)</b>	<b>(3,645)</b>	<b>(3,081)</b>
<b>Provisions for liabilities</b>	20	<b>(506)</b>	<b>(842)</b>	<b>(38)</b>	<b>(364)</b>
<b>Net assets</b>		<b>7,572</b>	<b>9,050</b>	<b>5,985</b>	<b>7,472</b>
<b>Capital and reserves</b>					
Investment revaluation reserve		3,090	3,689	3,090	3,689
Profit and loss account		4,482	5,361	2,895	3,783
<b>Total equity</b>		<b>7,572</b>	<b>9,050</b>	<b>5,985</b>	<b>7,472</b>

The Parent company has taken the exemption under Section 408 of the Companies Act 2006 from presenting its statement of comprehensive income. The loss for the financial year for the parent company was £1,487k (2021: £413k profit).

The notes on pages 70 to 84 are an integral part of these financial statements. The financial statements on pages 66 to 84 were approved and authorised for issue by the board.



**Stephen Martin**  
Chairman  
Date: 20 April 2023



**Conrad Kirkwood**  
President  
Date: 20 April 2023

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2022

	Investment revaluation reserve	Profit and loss account	Total
	£000	£000	£000
At 1 January 2021	3,204	5,665	8,869
Total comprehensive income for the year	485	(304)	181
<b>At 31 December 2021</b>	<b>3,689</b>	<b>5,361</b>	<b>9,050</b>

	Investment revaluation reserve	Profit and loss account	Total
	£000	£000	£000
At 1 January 2022	3,689	5,361	9,050
Total comprehensive expenditure for the year	(599)	(879)	(1,478)
<b>At 31 December 2022</b>	<b>3,090</b>	<b>4,482</b>	<b>7,572</b>

# COMPANY STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December 2022

	Investment revaluation reserve	Profit and loss account	Total
	£000	£000	£000
At 1 January 2021	3,204	3,855	7,059
Total comprehensive income for the year	485	(72)	413
<b>At 31 December 2021</b>	<b>3,689</b>	<b>3,783</b>	<b>7,472</b>

	Investment revaluation reserve	Profit and loss account	Total
	£000	£000	£000
At 1 January 2022	3,689	3,783	7,472
Total comprehensive expenditure for the year	(599)	(888)	(1,487)
<b>At 31 December 2022</b>	<b>3,090</b>	<b>2,895</b>	<b>5,985</b>

# CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 December 2022

	Note	GROUP	
		2022	2021
		£000	£000
<b>Net cash from operating activities</b>	22	501	2,767
Interest paid		-	(6)
<b>Net cash generated from operating activities</b>		<b>501</b>	<b>2,761</b>
<b>Cash flow from investing activities</b>			
Dividends received from investments		-	2
Finance Lease Payments		(6)	(70)
Purchase of tangible assets		(444)	(634)
Disposal/(purchase) of intangible assets		10	(97)
<b>Net cash used in investing activities</b>		<b>(440)</b>	<b>(799)</b>
<b>Net increase in cash in the year</b>		<b>61</b>	<b>1,962</b>
Cash and cash equivalents at the beginning of the year		6,609	4,647
<b>Cash and cash equivalents at the end of the year</b>		<b>6,670</b>	<b>6,609</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 December 2022

## 1. GENERAL INFORMATION

The principal activities of the Irish Football Association Limited ("the company") and its subsidiary (together the "group") during the year was the promotion, fostering and development of the game of association football at all levels throughout Northern Ireland. The company is a private company limited by guarantee and is incorporated and domiciled in the UK. The address of its registered office during the year was the National Football Stadium at Windsor Park, Donegall Avenue, Belfast, BT12 6LW, which is also the address of the head office.

## 2. STATEMENT OF COMPLIANCE

The group and individual financial statements of Irish Football Association Limited have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS 102") and the Companies Act 2006.

## 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

### Basis of preparation of financial statements

The preparation of financial statements in conformity with FRS 102 may require the use of certain critical accounting estimates. It also requires management to exercise its

judgement in the process of applying the group and company accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 4. The parent company has taken advantage of the exemption in section 408 of the Companies Act 2006 from presenting its individual statement of comprehensive income.

### Going Concern

The Association's business activities, together with the factors likely to affect its future development and position, are set out in the Strategic Report on pages 4 to 21. These consolidated and separate financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value. The outlook of the rolling five-year macro financial plan and the 18-month future cash flow forecast provide sufficient evidence of financial sustainability and therefore the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for at least 12 months from the date of signing the audited financial statements. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

### Exemptions for qualifying entities under FRS 102

FRS 102 allows a qualifying entity certain disclosure exemptions, subject to certain conditions, which have been complied with, including notification of, and no objection

to, the use of exemptions by the company's members. The parent company has taken advantage of the following exemptions:

- the exemption from preparing a parent company cash flow statement, on the basis that it is a qualifying entity and the consolidated cash flow statement, included in these financial statements, includes the company's cash flow
- the exemption in from the financial instrument disclosures, required under FRS 102 paragraphs 11.41(b), 11.41(c), 11.41(e), 11.41(f), 11.42, 11.44, 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b), 11.48(c), 12.26, 12.27, 12.29(a), 12.29(b) and 12.29A, as the information is provided in the consolidated financial statement disclosures.

### New standards, amendments and interpretations issued but not yet effective

The FRC completed its triennial review of FRS 102 in December 2017. The key amendments resulting from this review were effective from 1 January 2020 and had no material impact on the group or company.

### Basis of consolidation

The consolidated financial statements include the financial statements of the company and of its subsidiary undertaking made up to 31 December 2022. A subsidiary is an entity controlled by the group. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. All intra-group transactions, balances, income and expenses are eliminated on consolidation.

### Revenue and grant funding income recognition

Revenue is measured at the fair value of the consideration received or receivable and represents the amount receivable for goods supplied or services rendered, net of discounts and rebates allowed by the group and value added taxes.

Where the consideration receivable in cash and cash equivalents is deferred and the arrangement constitutes a financing transaction, the fair value of the consideration is measured at the present value of all future receipts using the imputed rate of interest. The group recognises revenue when (a) the significant risks and rewards of ownership have been transferred to the buyer; (b) the group retains no continuing involvement or control over the goods or has provided the related service; (c) the amount of revenue can be measured reliably; (d) it is probable that future economic benefits will flow through the entity and (e) when the specific criteria relating to each of the group's sales channels have been met, as described below.

#### i) Football funding from UEFA/FIFA

Funding income relating to campaigns (including television rights and advertising income) is capitalised in deferred income and released to the statement of total comprehensive income over the term of the tournament. Additional funding income earned at qualification and provided for participating in final competitions is recognised as revenue over the duration of the related tournament.

#### ii) Commercial activities

Sponsorship income is recognised in the statement of total comprehensive income when the terms of revenue recognition have been met.

#### iii) International matches and competitions

Income from sales of tickets to matches is recognised upon completion of a match.

#### iv) Coaching activities

Coaching income is recognised when courses take place.

#### v) Other income

Other income includes grant and other sources of funding and income received. It is recognised in the statement of total comprehensive income when the terms of revenue recognition have been met.

### Employee benefits

The group provides a range of benefits to employees, including bonuses, paid holiday arrangements and defined contribution pension plans.

#### i) Short-term benefits

Short-term benefits, including bonuses, holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

#### ii) Defined contribution pension plans

The group operates a defined contribution scheme for employees. A defined contribution plan is a pension plan under which the group pays fixed contributions into a separate entity. Once the contributions have been paid, the group has no further payment obligations. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the group in independently administered funds.

#### iii) Bonus plan

The group operates an annual bonus plan for employees. An expense is recognised in the statement of comprehensive income when the group has a legal or constructive obligation to make payments under the plan as a result of past events and a reliable estimate of the obligation can be made.

### Capital Grant income

Grants relating to tangible fixed assets are accounted for in accordance with the accrual model. They are treated as deferred credits and released to the Statement of Total Comprehensive Income over the expected useful lives of the assets concerned.

### Taxation

Taxation expense for the year comprises current and deferred tax recognised in the reporting period. Tax is recognised in the statement of comprehensive income, except to the extent that it relates to items recognised directly in equity. In this case tax is also recognised directly in equity. Current or deferred taxation assets and liabilities are not discounted.

#### i) Current tax

Current tax is the amount of income tax payable in respect of the taxable profit for the year or prior years. Tax is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the period end. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

## ii) Deferred tax

Deferred tax arises from timing differences between taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is recognised on all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the period end and that are expected to apply to the reversal of the timing difference.

## Intangible assets

Intangible assets acquired are capitalised at cost. Subsequent to initial recognition, intangible assets are stated at cost less accumulated amortisation and accumulated impairment. Intangible assets are amortised on a straight-line basis over their estimated useful life. The carrying value of intangible assets is reviewed for impairment if events or changes in circumstances indicate the carrying value may not be recoverable. The useful economic lives of intangible assets are as follows:

IT Software – 4 years

If there are indicators that the residual value or useful life of an intangible asset has changed since the most recent annual reporting period, previous estimates shall be reviewed and, if current expectations differ the residual value, amortisation method or useful life shall be amended.

Changes in the expected useful life or the expected pattern of consumption of benefit shall be accounted for as a change in accounting estimate.

## Tangible assets

Tangible assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Cost includes the original purchase price, costs directly attributable to bringing the asset to its working condition for its intended use.

### Depreciation and residual values

Depreciation on assets is calculated, using the straight-line method, to allocate the cost to their residual values over their estimated economic lives, as follows:

Fixtures and fittings	20–25%
Long leasehold property (Structure)	2–5%
Long leasehold property (Fixtures and fittings)	5%
Motor vehicles	25%
ICT equipment	25%

The long leasehold property includes the National Football Stadium and the North Stand. The assets' residual values and useful lives are reviewed, and adjusted, if appropriate at the end of each reporting period. The effect of any change is accounted for prospectively.

### Subsequent additions and major components

Subsequent costs, including major inspections, are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the group and the cost can be measured reliably.

The carrying amount of any replaced component is derecognised.

Major components are treated as a separate asset where they have a significantly different pattern of consumption of economic benefits and are depreciated separately over its useful life.

Repairs, maintenance and minor inspection costs are expensed as incurred.

### Assets in the course of construction

Assets in the course of construction are stated at cost. These assets are not depreciated until available for use.

### Derecognition

Tangible assets are derecognised on disposal or when no future

economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the Statement of Comprehensive Income.

## Leased assets

At inception the group assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

### Finance leased assets

Leases of assets that transfer substantially all the risks and rewards incidental to ownership are classified as finance leases.

Assets are depreciated over the shorter of the lease term and the estimated useful life of the asset. Assets are assessed for impairment at each reporting date.

### Operating leased assets

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the Statement of Comprehensive Income on a straightline basis over the period of the lease.

## Investments

Investment in a subsidiary company is held at cost less accumulated impairment losses. Listed investments are measured at their fair value based on quoted market prices. The investments are administered by Davy Private Clients UK, advisors to the Irish FA.

## Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

## Inventory

Inventories are stated at the lower of cost and estimated selling price less costs to sell. Inventories are recognised as an expense in the period in which the related revenue is recognised.

At the balance sheet date inventories are assessed for impairment. If an item of inventory is impaired, the identified inventory is reduced to its selling price less costs to sell and an impairment charge is recognised in the statement of comprehensive income. Where a reversal of the impairment is required, the impairment charge is reversed, up to the original impairment loss, and is recognised as a credit in the statement of comprehensive income.

## Impairment of fixed assets

At each balance sheet date, fixed assets held at historical cost are assessed to determine whether there are any indicators of impairment. If indicators exist, the recoverable amount of the asset is compared to its carrying amount. There were no indicators of impairment identified at the balance sheet date and therefore no formal impairment assessment was required.

## Provisions and Contingencies

### i) Provisions

Provisions are recognised when the group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligations can be estimated reliably.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time, value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a finance cost.

### ii) Contingencies

Contingent liabilities, arising as a result of past events, are not recognised when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the group's control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

## Financial instruments

The group has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

### i) Financial assets

Basic financial assets, including trade and other receivables and cash and bank balances are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Financial assets are derecognised when (a) the contractual rights to the

cash flows from the asset expire or are settled, (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or, (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions. Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

### ii) Financial liabilities

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method. Derivatives, including forward exchange contracts, are not basic financial instruments.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit

or loss as other gains and losses as appropriate, unless they are included in a hedging arrangement.

#### Foreign currency

i) Functional and presentation currency

The parent company and subsidiary's functional and presentation currency is pound sterling.

ii) Transactions and balances

Foreign currency transactions are translated into the functional currency using the spot exchange rates at the dates of the transactions.

At each period end foreign currency monetary items are translated using the closing rate. Non-monetary items measured at historical cost are translated using the exchange rate at the date of the transaction and non-monetary items measured at fair value are measured using the exchange rate when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

Foreign exchange gains and losses are presented in the statement of comprehensive income within "Other gains".

The group enters into forward foreign currency contracts to mitigate the exchange risk for certain foreign currency receivables. At 31 December 2022, the outstanding contracts mature within 36 months (2021: 24 months) of the year end. The forward currency contracts are measured at fair value, which is determined using valuation techniques that utilise observable inputs. The key assumptions used in valuing the derivatives are the forward exchange rates for GBP:EUR and GBP:USD.

#### Related party transactions

The group discloses transactions with related parties which are not wholly owned within the same group. Where appropriate, transactions of a similar nature are aggregated unless, in the opinion of the directors, separate disclosure is necessary to understand the effect of the transactions on the group financial statements.

#### 4. CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

##### Critical judgements in applying the group's accounting policies

There are no critical judgements in applying the group's accounting policies.

##### Key accounting estimates and assumptions

There are no critical accounting estimates or assumptions.

#### 5. TOTAL REVENUE AND OTHER INCOME

The whole of the revenue is attributable to the principal activity of the group and relates entirely to activities in the UK.

	GROUP	
	2022	2021
	£000	£000
Football funding	5,716	6,077
Broadcasting rights	6,157	5,725
Matches & competitions	1,968	1,828
Commercial activities	2,495	1,518
Other Income	747	1,278
<b>Total</b>	<b>17,083</b>	<b>16,426</b>

Commercial activities of £ 2,495K (2021: £1,518k) includes sponsorship income of £1,811K (2021: £1,037).

Other income of £747k (2021: £1,278k) includes grant funding of £618k (2021: £1,211k).

#### 6. OTHER (LOSSES)/GAINS

	GROUP	
	2022	2021
	£000	£000
Fair value (loss)/gain on listed investments (note 13)	(599)	485
Foreign exchange (losses)/gains	(562)	36
<b>Total</b>	<b>(1,161)</b>	<b>521</b>

#### 7. OPERATING (LOSS)/PROFIT

The operating (loss)/profit is stated after charging/(crediting):

	GROUP	
	2022	2021
	£000	£000
Amortisation of intangible assets	75	89
Depreciation of tangible fixed assets	1,382	1,311
Operating lease charge	233	214
Release of deferred credit	(1,032)	(1,011)
Foreign exchange losses/(gains)	562	(36)
Fees payable to the company's auditors for the audit of the parent company and the group's consolidated financial statements	39	30
Fees payable to the company's auditors and their associates for other services:		
Audit of the company's subsidiaries	9	8
Tax compliance services	3	3
Tax advisory services	8	8

## 8. EMPLOYEES AND DIRECTORS

	GROUP	
	2022	2021
	£000	£000
Wages and salaries	3,545	2,797
Social security costs	402	288
Other pension costs	239	184
<b>Total staff costs</b>	<b>4,186</b>	<b>3,269</b>

The parent company total staff costs are £4,050k (2021: £3,128k). Total parent company staff costs are made up of wages and salaries cost of £3,430k, social security costs of £390k and other pension costs of £230k.

### EMPLOYEES

The average monthly number of employees employed during the year was:

	GROUP		COMPANY	
	2022	2021	2022	2021
	No.	No.	No.	No.
Administrative	32	23	27	19
Match and development	51	46	51	46
<b>Total</b>	<b>83</b>	<b>69</b>	<b>78</b>	<b>65</b>

### DIRECTORS

During the year, no director received any emoluments (2021: £Nil).

### KEY MANAGEMENT COMPENSATION

Key management includes the directors and members of senior management. The compensation paid or payable to key management for employee services is shown below:

	GROUP	
	2022	2021
	£000	£000
Salaries and other short-term benefits	559	580
Other pension costs	33	32
<b>Total</b>	<b>592</b>	<b>612</b>

## 9. NET INTEREST PAYABLE

	GROUP	
	2022	2021
	£000	£000
Interest payable on finance leases	-	(6)
<b>Total</b>	<b>-</b>	<b>(6)</b>

## 10. TAXATION CREDIT/(CHARGE)

### a) Tax (credit)/charge included in profit or loss

	GROUP	
	2022	2021
	£000	£000
<b>Current tax:</b>		
UK corporation tax on (loss)/profit for the year	-	(2)
<b>Total current tax</b>	<b>-</b>	<b>(2)</b>
<b>Deferred tax:</b>		
Origination and reversal of timing differences (note 20)	(220)	274
Adjustment in respect of prior periods (note 20)	(47)	78
Effect of changes in tax rates (note 20)	(69)	-
<b>Total deferred tax (note 20)</b>	<b>(336)</b>	<b>352</b>
<b>Tax (credit)/charge on ordinary activities</b>	<b>(336)</b>	<b>350</b>

### b) Reconciliation of tax (credit)/charge

The tax assessed for the year differs from (2021: differs from) the standard rate of corporation tax of 19% (2021: 19%). The differences are explained below:

	GROUP	
	2022	2021
	£000	£000
(Loss)/Profit before taxation	(1,814)	531
<b>(Loss)/profit before taxation multiplied by the standard rate of corporation tax in the UK of 19% (2021: 19%)</b>	<b>(345)</b>	<b>101</b>
<b>Effects of:</b>		
Expenses not deductible	300	194
Income not taxable	(196)	(279)
Capital gains	252	56
Adjustment in respect of prior periods	(47)	77
Other changes due to rates and reliefs	(300)	201
<b>Total tax on (loss)/profit</b>	<b>(336)</b>	<b>350</b>

### c) Tax rate changes

The 19% rate of corporation tax will continue until April 2023 when it will be increased to 25%. However, companies with profits of £50,000 or less will continue to pay at 19% even after 1 April 2023. Those with profits between £50,000 and £250,000 will pay tax at the main 25% rate reduced by a marginal relief providing a gradual increase in the effective corporation tax rate. The deferred tax balance has been calculated reflecting appropriate rates.



## 11. INTANGIBLE ASSETS GROUP AND COMPANY

	IT Software
	£000
<b>Cost or valuation:</b>	
At 1 January 2022	421
Disposals	(10)
<b>At 31 December 2022</b>	<b>411</b>
<b>Accumulated amortisation:</b>	
At 1 January 2022	252
Charge for the year	75
<b>At 31 December 2022</b>	<b>327</b>
<b>Net book value:</b>	
<b>At 31 December 2022</b>	<b>84</b>
At 31 December 2021	169

## 12. TANGIBLE ASSETS GROUP

	National Football Stadium	North Stand	IT Equipment	Fixtures and Fittings	Motor Vehicles	Total
	£000	£000	£000	£000	£000	£000
<b>Cost or valuation:</b>						
At 1 January 2022	37,397	1,997	277	1,993	61	41,725
Additions	-	-	117	355	-	472
Disposals	(28)	-	-	-	-	(28)
<b>At 31 December 2022</b>	<b>37,369</b>	<b>1,997</b>	<b>394</b>	<b>2,348</b>	<b>61</b>	<b>42,169</b>
<b>Accumulated depreciation:</b>						
At 1 January 2022	5,318	1,349	224	1,088	61	8,040
Charge for the year	1,043	33	35	271	-	1,382
<b>At 31 December 2022</b>	<b>6,361</b>	<b>1,382</b>	<b>259</b>	<b>1,359</b>	<b>61</b>	<b>9,422</b>
<b>Net book value:</b>						
<b>At 31 December 2022</b>	<b>31,008</b>	<b>615</b>	<b>135</b>	<b>989</b>	<b>-</b>	<b>32,747</b>
At 31 December 2021	32,079	648	53	905	-	33,685

## COMPANY

	IT Equipment	Fixtures and Fittings	Motor Vehicles	Total
	£000	£000	£000	£000
<b>Cost or valuation:</b>				
At 1 January 2022	277	798	61	1,136
Additions	117	19	-	136
<b>At 31 December 2022</b>	<b>394</b>	<b>817</b>	<b>61</b>	<b>1,272</b>
<b>Accumulated depreciation:</b>				
At 1 January 2022	224	748	61	1,033
Charge for the year	35	42	-	77
<b>At 31 December 2022</b>	<b>259</b>	<b>790</b>	<b>61</b>	<b>1,110</b>
<b>Net book value:</b>				
<b>At 31 December 2022</b>	<b>135</b>	<b>27</b>	<b>-</b>	<b>162</b>
At 31 December 2021	53	50	-	103

**13. INVESTMENTS****GROUP**

	Listed investments
	£000
<b>Valuation and net book value:</b>	
At 1 January 2021	4,834
Movement in fair value	485
<b>At 31 December 2021</b>	<b>5,319</b>

<b>Valuation and net book value:</b>	
At 1 January 2022	5,319
Movement in fair value	(599)
<b>At 31 December 2022</b>	<b>4,720</b>

**COMPANY**

	Investments in subsidiary companies	Listed investments	Total
	£000	£000	£000
<b>Cost or valuation and net book value</b>			
At 1 January 2021	-	4,834	4,834
Movement in fair value	-	485	485
<b>At 31 December 2021</b>	<b>-</b>	<b>5,319</b>	<b>5,319</b>

<b>Cost or valuation and net book value:</b>			
At 1 January 2022	-	5,319	5,319
Movement in fair value	-	(599)	(599)
<b>At 31 December 2022</b>	<b>-</b>	<b>4,720</b>	<b>4,720</b>

**Subsidiary undertakings**

The following were subsidiary undertakings of the company:

Name	Class of shares	Holding
IFA Stadium Development Company Limited	Ordinary shares	100%

The IFA Stadium Development Company Limited's principal activity in the year was the continued development and operation of the National Football Stadium at Windsor Park. Its registered office address is the National Football Stadium at Windsor Park, Donegall Avenue, Belfast, BT12 6LW.

**14. DEBTORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	GROUP		COMPANY	
	2022	2021	2022	2021
	£000	£000	£000	£000
Loans receivable	1,680	1,980	1,680	1,980
	<b>1,680</b>	<b>1,980</b>	<b>1,680</b>	<b>1,980</b>

Loans receivable are unsecured, interest free and due for repayment in full by 2029.

**15. INVENTORY**

	GROUP		COMPANY	
	2022	2021	2022	2021
	£000	£000	£000	£000
Finished goods	24	13	12	0

**16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	GROUP		COMPANY	
	2022	2021	2022	2021
	£000	£000	£000	£000
Trade debtors	672	685	567	633
Other debtors	380	1,168	6	294
Amounts owed by group undertakings	-	-	5,390	4,929
Loans receivable	300	170	300	170
Other taxation and social security	131	5	91	5
Prepayments	422	309	310	251
Forward currency contracts (note 21)	-	249	-	249
Accrued income	1,696	997	1,679	997
<b>Total</b>	<b>3,601</b>	<b>3,583</b>	<b>8,343</b>	<b>7,528</b>

Trade debtors are stated after provisions for impairment of £4k (2021: £51k).

Other debtors includes £374k (2021: £874k) capital grant receivable from Department for Communities.

Amounts owed by group undertakings are unsecured, interest-free and are repayable on demand.

**17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	GROUP		COMPANY	
	2022	2021	2022	2021
	£000	£000	£000	£000
Trade creditors	982	1,670	610	1,042
Amounts owed to group undertakings	2,049	2,373	2,049	2,373
Other taxation and social security	110	45	108	141
Accruals	2,202	2,816	1,503	1,578
Deferred income	6,627	4,578	6,576	4,498
Forward currency contracts (note 21)	269	-	269	-
Deferred credit reserve (note 19)	1,007	1,066	34	60
Finance lease	-	6	-	6
FIFA Loan	540	-	540	-
CBILS loan	-	875	-	875
<b>Total</b>	<b>13,786</b>	<b>13,429</b>	<b>11,689</b>	<b>10,573</b>

FIFA Loan is unsecured, interest free and due for repayment in full by 2030.

Amounts owed to group undertakings are unsecured, interest-free and are repayable on demand. CBILS loan was repaid in full during Q1 2022.

CBILS Loan was repaid in full during Q1 2022.

**18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	GROUP		COMPANY	
	2022	2021	2022	2021
	£000	£000	£000	£000
Deferred credit reserve (note 19)	24,049	25,022	32	66
Accruals and deferred income	-	123	-	123
FIFA loan	3,613	2,267	3,613	2,267
CBILS loan	-	625	-	625
<b>Total</b>	<b>27,662</b>	<b>28,037</b>	<b>3,645</b>	<b>3,081</b>

FIFA Loan is unsecured, interest free and due for repayment in full by 2030.

**19. DEFERRED CREDIT RESERVE**

	GROUP		COMPANY	
	2022	2021	2022	2021
	£000	£000	£000	£000
Deferred credit reserve – opening	26,088	26,344	126	664
Additions for the year	-	755	-	-
Release for the year	(1,032)	(1,011)	(60)	(538)
Deferred credit reserve – closing	25,056	26,088	66	126
Falling due within one year	1,007	1,066	34	60
Falling due after more than one year	24,049	25,022	32	66

**20. PROVISIONS FOR LIABILITIES**

	GROUP		COMPANY	
	2022	2021	2022	2021
	£000	£000	£000	£000
Deferred tax provision – opening	842	490	364	249
Adjustment in respect of prior years	(47)	78	-	18
(Credit)/charge for the financial year	(289)	274	(326)	97
<b>Deferred tax provision – closing</b>	<b>506</b>	<b>842</b>	<b>38</b>	<b>364</b>
<b>The year end liability is made up of:</b>				
Timing differences on fixed assets	668	874	63	349
Other timing differences	10	15	10	15
Losses	(172)	(47)	(35)	-
<b>Total</b>	<b>506</b>	<b>842</b>	<b>38</b>	<b>364</b>

**21. FINANCIAL INSTRUMENTS**

	GROUP	
	2022	2021
	£000	£000
<b>Financial assets at fair value through profit or loss</b>		
Listed investments (note 13)	4,720	5,319
Forward currency contracts (note 16)	-	249
<b>Total</b>	<b>4,720</b>	<b>5,568</b>
<b>Financial assets that are debt instruments measured at amortised cost</b>		
Loans receivable	1,980	2,150
Trade debtors (note 16)	672	685
Other debtors (note 16)	380	1,168
Accrued Income (note 16)	1,696	997
<b>Total</b>	<b>4,728</b>	<b>5,000</b>
<b>Financial liabilities measured at amortised cost</b>		
Trade creditors (note 17)	982	1,670
Accruals (note 17)	2,202	2,816
Forward currency contracts (note 17)	269	-
Amounts owed to group undertakings (note 17)	2,049	2,373
<b>Total</b>	<b>5,502</b>	<b>6,859</b>

## 22. NET CASH FROM OPERATING ACTIVITIES

	GROUP	
	2022	2021
	£000	£000
<b>(Loss)/profit after tax</b>	(1,478)	181
Tax (credit)/charge	(336)	350
Net interest payable and income from other fixed asset investments	-	4
<b>Operating (loss)/profit</b>	<b>(1,814)</b>	535
Depreciation of tangible fixed assets	1,382	1,311
Amortisation of intangible assets	75	89
Movement in deferred income	2,049	(339)
Fair value movement on investments	599	(485)
Movement in debtors	282	(2,120)
Movement in creditors	(2,061)	3,776
Movement in inventory	(11)	-
<b>Net cash from operating activities</b>	<b>501</b>	<b>2,767</b>

## 23. FINANCIAL COMMITMENTS

At 31 December 2022, the group had total commitments under non-cancellable operating leases, relating to the National Football Stadium, expiring as follows:

	GROUP	
	2022	2021
	£000	£000
<b>Long leasehold land</b>		
Payments due in less than one year	244	214
Payments due in two to five years	976	856
Payments due in more than five years	9,108	8,203

## 24. RELATED PARTY TRANSACTIONS

The following transactions were identified requiring disclosure:

- Transactions with the Irish FA Foundation Limited of £1,035k (2021: £1,265k). Amounts payable at the year end of £2,025k (2021: £1,971k) due to the Irish FA Foundation Limited.

## 25. ULTIMATE CONTROLLING PARTY

There is no ultimate controlling party.

# ADDITIONAL FINANCIAL INFORMATION

The following pages do not form part of the statutory financial statements, which are the subject of the independent auditors' report.

## INCOME AND EXPENDITURE (UNAUDITED)

	2022	2021
	£000	£000
<b>Total revenue and other income</b>	<b>£000</b>	<b>£000</b>
Football funding	5,716	6,077
Broadcasting rights	6,157	5,725
Matches & competitions	1,968	1,828
Commercial activities	2,495	1,518
Other Income	747	1,278
<b>Total</b>	<b>17,083</b>	<b>16,426</b>

	2022	2021
	£000	£000
<b>Cost of sales</b>	<b>£000</b>	<b>£000</b>
Staff costs	2,689	2,151
Coaching, facilities & equipment	2,127	3,044
Travel & accommodation	3,371	2,511
Grants paid out	3,024	3,348
Other miscellaneous	2,582	2,316
<b>Total</b>	<b>13,793</b>	<b>13,370</b>

	2022	2021
	£000	£000
<b>Net administrative expenses</b>	<b>£000</b>	<b>£000</b>
Staff costs	1,497	1,118
ICT, printing & advertising	532	478
Property costs	178	85
Other administration	1,311	972
Amortisation and depreciation charge	1,457	1,400
Release of deferred credit	(1,032)	(1,011)
<b>Total</b>	<b>3,943</b>	<b>3,042</b>

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**Directors**

Stephen Martin OBE QPM  
Conrad Kirkwood  
Neil Jardine  
Colin McKendry  
Helen Kirkpatrick MBE  
Norman McKeown  
Michael Wilson  
Cheryl Lamont CBE  
Mervyn Martin  
Simon McCoy  
Sam Dennison  
Michael Mezza (appointed June 2022)

**Company Secretary**

Rebekah Shearer

**Registered Office**

The National Football Stadium  
Donegall Avenue  
Belfast BT12 6LW

**Bankers**

Ulster Bank  
91-93 University Road  
Belfast BT7 1NG

Danske Bank  
Corporate Banking  
P.O. Box 183  
Donegall Square West  
Belfast BT1 6JS

**Solicitors**

A&L Goodbody  
42/46 Fountain Street  
Belfast BT1 5EF

King & Gowdy  
298 Upper Newtownards Road  
Belfast BT4 3EJ

**Independent Auditors**

PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
Merchant Square  
20-22 Wellington Place  
Belfast BT1 6GE



**IRISH FOOTBALL ASSOCIATION LIMITED**  
(A Company Limited by Guarantee)

