

ANNUAL REPORT 2022



Ireland
Leave No Trace

Inspiring Ethical Outdoor Recreation

Our thanks to our Core Members in 2022 for their continued support



An Roinn Forbartha
Tuaithe agus Pobail
Department of Rural and
Community Development



An tSeirbhís Páirceanna Náisiúnta
agus Fiadhúlra
National Parks and Wildlife Service



OPW Oifig na
nOibreacha Poiblí
Office of Public Works



Iascach Intire Éireann
Inland Fisheries Ireland



Irish
Environmental
Network





Annual Report 2022

Contents

Acronym Glossary	i
Reference & Administrative Details	ii
1. Introduction	
Chair's Foreward – Paddy Doherty	2
CEO's Report – Maura Kiely	3
Treasurer's Report – Pearl Clarke	4
2. About Leave No Trace	
What is "Leave No Trace"	6
Our Objective, Vision, Mission and Values	7
3. Our Work: Strategic Report	
Strategic Priority 1: Inspiring and Recruiting Outdoor Advocates	10
Strategic Priority 2: Sharing Outdoor Environmental Ethics	17
Strategic Priority 3: Research for Responsible Education	25
Strategic Priority 4: Winning Hearts and Minds	31
Strategic Priority 5: Integrity and Excellence	41
Strategic Goals Key Challenges in 2022	44
4. Governance	
Organisational map	46
Our people	47
Management	53
Plans for the Future	61
5. Financial Reivew	63
6. Other Matters	67
7. Statement of Directors' Responsibilities	69
8. Independent Auditors' Report	71
9. Statement of Financial Activities	75



Acronym Glossary

BA – Bachelor of Arts Degree

BSc – Bachelor of Science Degree

CAE – Communication and Engagement Subgroup Committee of the Board

CARO-ASBN – Climate Action Regional Office (Atlantic Seaboard North)

CCAP – Community Climate Action Project

CPD – Continuous Personal Development

DRCD – Department of Rural and Community Development

ENOS – European Network of Outdoor Sports

ERG – Education and Research Subgroup Committee of the Board

IEN – Irish Environmental Network

MSc – Master of Science Degree

NIEL – Northern Ireland Environmental Link

NPWS – National Parks and Wildlife Service

NORS – National Outdoor Recreation Strategy

ORIS – Outdoor Recreation Infrastructure Scheme

ORNI – Outdoor Recreation Northern Ireland

SDGs – Sustainable Development Goals

SEE Project – Sustainability and Environmental Education in Outdoor Sports Project

SORP – Statement of Recommended Practice

SSNO – Scheme to Support National Organisations

CHY Charity Number 20657
Company Number (CRO) 465628
Registered Charity Number 20082178

Directors of the Board

Chairperson: Paddy Doherty

Secretary: Emma Fortune

Treasurer: Pearl Clarke

Trustees: Michelle Carey, Ben Wood, Aoibheann Ní Shúilleabháin, Daragh Anglim, Collette Henry, Pat Neville, Gavin Beetlestone, Cormac McCarthy, Fiona Hannon (retired 2022)

Subgroup Committees of the Board

Corporate Management

Communications and Engagement

Education and Research Group

Corporate Management Subgroup

Michelle Carey (Chair), Paddy Doherty, Emma Fortune, Pearl Clarke, Maura Kiely, Rachel Shawe, Tracey Kenny, Fiona Hannon (retired)

Communications and Engagement Subgroup

Ben Wood (Chair), Daragh Anglim, Aoibheann Ní Shúilleabháin, Colette Henry, Noel Doyle, Rachel Shawe, Grace Fox, Maura Kiely

Education and Research Subgroup

Pat Neville (Chair), Gavin Beetlestone, Cormac McCarthy, Martina Killian, Pauline Jordan, Matthew Millar, Padraic Creedon, Dr Noel Doyle, Rachel Shawe, Maura Kiely, Dr Richard Thorn (retired), Eithne Larkin (retired)

Executive Team

Maura Kiely, CEO

Rachel Shawe, Operations Manager

Dr Noel Doyle, Project Coordinator

Padraic Creedon, Education & Training Officer

Grace Fox, Communications Officer

Tracey Kenny, Memberships Coordinator

Imelda Smith, Financial Accountant

Clare Masterson, Dark Sky Ireland Project Coordinator

Eithne Larkin, Training Officer (Retired 2022)

Marine Explorers Education Outreach Team

William McElhinney, Sorsha Kennedy, Edmond Alyward, Mairead O'Donovan, David McCann, Jacintha Mullins, Eoin McMahon, Atalya Peritz

Auditors O'Malley & Company Chartered Accountants & Statutory Audit Firm, Chapel Street, Castlebar, Co. Mayo

Bank Permanent TSB, 70 Grafton Street, Dublin 2

Solicitors Clark Hill Solicitors, 4th Floor, 8-34 Percy Place, Dublin 4

Business Address Leave No Trace Ireland, Castlebar Street, Westport, Co. Mayo F28 KD63

Registered Address Sport Ireland, The Courtyard, Sport Ireland National Sports Campus Snugborough Rd, Blanchardstown, Dublin, D15 PN0N

1. Introduction

Chairperson's Foreword

CEO's Report 2022

Treasurer's Report

Chairperson's Foreword 2022



With the country continuing to recover from the disruption of recent years, Leave No Trace Ireland had another busy and successful year in 2022.

So many of the issues at the heart of Leave No Trace Ireland's mission and agenda are now part of wider ongoing general concerns and the national debate. These include care for the environment, responsible use and care of our outdoor spaces, protecting and enhancing our biodiversity, and managing the impacts of the growth in outdoor recreational and tourist activity on the natural environment.

Leave No Trace Ireland continues to work with its partners in driving effective responses and solutions to these issues through the delivery of rapidly expanding national and community programmes, education initiatives, policy development, and the raising of public and media awareness, reaching over 5 million in 2022.

The ongoing focus on climate change, and its impacts on our planet and biodiversity, has highlighted the challenges we face in maintaining and protecting natural habitats.

I am pleased to say that the dedicated work of building our membership, growing our partner network, and ensuring that we have sustainable funding and financial growth, continued throughout the year.

During 2022 we maintained our focus on achieving financial sustainability and ensuring that we meet and demonstrate the required standards of governance and accountability to our core funders. We were particularly pleased to see this acknowledged and peer recognised when Leave No Trace Ireland was awarded Triple Lock Status, finalist at the Carmichael Good Governance Awards and awarded Ireland's Most Impactful NGO from the All-Ireland Business Foundation, highlighting our commitment to best practice standards in Fundraising, Financial Reporting and Governance.

Of course, our continued success and development would not have been possible without the hard work and dedication of our Board of Directors and executive team, and I want to thank them for their work. Their commitment to the Leave No Trace vision, together with their hard work in progressing the ambitious agenda set out in our Strategic Plan 2021-2024 has been central to our continued development and success.

As we look ahead to 2023, we will continue to pursue the ambitious agenda that is set out in our Strategic Plan. This includes the requirement to ensure financial sustainability and grow our membership and partner network.

I would also like to acknowledge and thank our public stakeholders, including Government Ministers and Departments, state agencies for their continued support for the work we do, and also our core members and supporters in the business and wider community. We continued to be encouraged and energised by the enthusiastic support that our message and our programmes receive from all these stakeholders.

Paddy Doherty

Paddy Doherty
Chairperson, Leave No Trace Ireland

CEO's Report 2022



The appreciation of the importance of our outdoor spaces and environment to our wellbeing and quality of life has been one of the enduring legacies of the pandemic. Throughout 2022, I am pleased to say that Leave No Trace Ireland continued in our work of emphasizing these benefits while highlighting our core mission of providing research, education and outreach so that every person who ventures outside can play their part in protecting and enjoying the outdoors responsibly.

We continued to grow our programmes and outreach with the generous support and co-operation of our partners outdoor providers, local authorities, government, state agencies and business – while also expanding our stakeholder partnerships, including our new membership of Northern Ireland Environment Link (NIEL) and its organisation network.

We doubled our membership again in 2022 and firmly established our new Core Member Network for Corporate Gold Members. The success of Leave No Trace is based in our network of wonderful members and partners, without whom we would not be where we are today.

We were delighted to be a recipients of the Heritage Council capacity fund which enabled us to increase our resources by the recruitment of an education officer.

Leave No Trace Ireland was active in the formulation of the new National Outdoor Recreation Strategy and in the consultative process on the development of a policy to address the urgent threat of biodiversity loss.

We know from the findings of a Leave No Trace commissioned research survey, conducted by Behaviour and Attitudes during the 2022 Love This Place Campaign that while public awareness and understanding on these issues is growing, many people feel that they do not have sufficient knowledge or information on the behavioural changes they need to make to play their part in protecting the natural environment. These findings confirm the importance of the work Leave No Trace Ireland has continued to do, throughout the year, with our public information and education programmes.

The Love This Place campaign online and on national and local radio was strongly supported by our 90 official supporters in 2022, reaching 5 million people across social media and radio. The campaign caught the public mood and firmly established Leave No Trace as an influential voice in the promotion of the responsible use and respect for our outdoor spaces.

During 2022, and in line with our increased activity at both National and European levels, we increased our staffing. I want to both welcome our colleagues and thank our entire Executive Team and Board of Directors for their continued dedication and work in driving forward the Leave No Trace message and mission.

2022 saw a surge in corporate interest for community-led initiatives. Comhairle na Tuaithe and the sector has come together in the development of the National Outdoor Recreation Strategy and Leave No Trace Ireland will be a key supporter in its delivery and implementation.

There continue to be risks to sustainable growth that are closely monitored by the Board.

We look forward to building on the achievements of 2022 during the year ahead and continuing to establish Leave No Trace as an educational voice for the responsible and sustainable use and enjoyment of outdoor spaces. We will continue to pursue our mission with comprehensive educational and public awareness programmes, and by working closely with our membership and stakeholders that share our commitment and objectives.

Maura Kiely

Maura Kiely
CEO, Leave No Trace Ireland

Treasurer's Report 2022



This report covers the financial reporting period from 1st January 2022 to 31st December 2022.

I am delighted to say the period to the end of 2022 has been a good year, with a 19% growth in turnover. The growth seen this year was mainly due to the Heritage Council Grant, the increase in the IEN grant and a focus on Corporate Membership for 2022. This is reflected in an increased surplus of €40,264 compared to the prior year of €29,713.

We continue to grow the reserves of the organisation ensuring they remain at an appropriate level in line with operational demands which is key to our sustainability.

This was the first full year with an inhouse accounting resource. This resulted in improved coding of income and expenses allowing us to get a better picture of the return of investment on projects. The improved coding will allow us to reduce costs on projects that are high cost but also high impact.

The challenges facing the organisation going forward relate to managing both ongoing inflation and the shortfall in resources. The Corporate Management Subgroup monitors the exposure to inflation but with the increased need for travel by the organisation this will continue to be monitored closely with virtual attendance chosen where necessary to mitigate costs.

Securing core funding continues to be a challenge, as this facilitates the organisation's ability to increase its internal capacity and resources. As the organisation grows so does the need for increased unrestricted funding. As a result, the organisation has been targeting funding applications and large grants and has also worked to secure new core members combined with increasing our corporate services programme.

In the new year the organisation will be aiming to invest in research, education and communications roles to facilitate the growth of the business as the income is expected to be at or near the €1m mark. Added to this, the organisation will be looking to expand its offices and invest in its IT systems in the areas of the CRM and its website.

Pearl Clarke

Pearl Clarke

Treasurer, Leave No Trace Ireland

2. About Leave No Trace Ireland

We help people to protect nature.

What is “Leave No Trace”?

Leave No Trace Ireland is a social enterprise with charitable status. It is one of five active global Leave No Trace branches sharing the Leave No Trace ethos internationally.

Ireland has amazing natural heritage, but it is also one of the most depleted natural environments in Europe.

As more people connect with nature and seek the beauty of the outdoors, our collective mark on the environment increases, these include an increase in litter, water pollution, disturbances to vegetation, wildlife, livestock and other people.

Research* shows that majority of people want to be responsible in the outdoors, but many new visitors are unsure what positive actions they can take to ensure the outdoors can be enjoyed responsibly now, and by future generations.

Through immersing people in the outdoors through our place-based education programmes, conserving the environment through collaboration with our members and providing research and guidance on best practice as the countryside code, Leave No Trace Ireland enables and supports individuals, communities, organisations and companies in reducing the environmental impact of outdoor activities.

Leave No Trace Ireland offers a range of educational opportunities through workshops, certified training courses, events, schools programmes and corporate CSR days, all based upon the Seven Principles.

The Seven Principles of Leave No Trace provide an easily understood framework of minimum impact practices for anyone visiting the outdoors. Although Leave No Trace has its roots in the countryside, the Principles are versatile, and can be applied in Ireland’s uplands and lowlands, in urban parks, on lakes and rivers or in local neighbourhoods.

They also apply to almost every recreational activity. Each Principle covers a specific topic and provides detailed information for minimising impacts.

**Research undertaken by Behaviour & Attitudes as part of the 2022 Love This Place Campaign. See page 29 and 30 for more*

LEAVE NO TRACE THE SEVEN PRINCIPLES

1. Plan Ahead and Prepare

2. Be Considerate of Others

3. Respect Animals and Wildlife

4. Travel and Camp on Durable Ground

5. Leave What You Find

6. Dispose of Waste Properly

7. Minimise the Effects of Fire

Students of the Level 6 Certificate in Nature Animation Course

History of Leave No Trace

1990's

No unified national Country Code in Republic of Ireland. 72 different codes from various stakeholders

2004

Formation of Comhairle na Tuaithe (the Countryside Council), tasked with developing a countryside code and outdoor recreation strategy

2006

Internationally recognised Leave No Trace education programme identified as the most relevant to Irish context and adopted

2008

'Leave No Trace Ireland' officially incorporated as a Company Limited by Guarantee

2013

Charity status achieved

Our Objective, Vision, Mission and Values

Our Objective

To benefit the community in Ireland by promoting responsible, sustainable and ethical use of the outdoors - our countryside, mountains, lakes, forests, seas, urban areas and the natural environment of Ireland.

We do this through the delivery, development, design and funding of educational programmes.

Our work:

- increases public awareness
- fosters a greater understanding and appreciation of environmental sustainability
- shares the environmental and ecological benefits of protecting the natural environment
- promotes the adoption of responsible, sustainable and ethical values, practices and behaviour in those engaged in the pursuit of individual and group outdoor activities, recreation and pursuits

Our Vision

Inspiring ethical outdoor recreation.

Our Mission

Empowering environmental stewardship and responsible recreation across the island of Ireland that is in harmony with our shared outdoor heritage through:

- Actions grounded in research.
- Advocating for sustainable enjoyment of the outdoors.
- Educating environmental stewards.
- Engagement in environmental projects.
- Partnerships with stakeholders.

Our Values

RESPECT FOR OUR ENVIRONMENT (SUSTAINABLE ENJOYMENT)

- We believe that Ireland has a unique outdoor heritage that deserves to be respected and preserved in its own right and not solely for financial or economic advantage.
- We believe in the value of research to inform ethical, evidence-based, responsible decision making.
- We consider the impact of our decisions, our programmes, events and activities on climate and our outdoor heritage.

EXCELLENCE

- We pursue excellence in all of our activities, plans and programmes.

INSPIRE AND CONNECT

- We empower people to make good choices, enthusing them to connect with our heritage and taking personal responsibility for the health and well-being of our planet through enjoyable, stimulating outdoor education and skills development
- We believe in the transformative power of the outdoors in terms of health, well-being and social inclusion
- We encourage protection, and conservation through restoration and rewilding with partners
- We influence and advocate for the next generation of environmental stewards*.
- We believe that by acting with integrity, behaving ethically, and living our values we will inspire others and achieve our vision.

BUILDING AUTHENTIC RELATIONSHIPS

- We build relationships with people and organisations who share our vision and challenge us to strengthen the reach of our message.
- We promote diversity and inclusion. Everyone is welcome, everyone is equal.
- We honour collaboration. All voices are listened to. Respect is given to all.

***What is an Environmental Steward?**

An environmental steward is an individual, a community, an organisation, an agency or network taking regular, practical actions to promote the responsible use and protection of the natural environment.

3. OUR WORK

Strategic Report

In 2021 Leave No Trace Ireland adopted its new Strategic Plan 2021-2024

Guided and informed by the organisation's Strategic Plan, annual workplans under each subgroup committee of the Board have been developed to direct and focus the work of the organisation.

The main objectives for 2022 are outlined in the following section under each strategic priority.

1. Inspiring and Recruiting Outdoor Advocates
2. Sharing Outdoor Environmental Ethics
3. Research for Responsible Recreation
4. Winning Hearts and Minds
5. Integrity and Excellence

Tree-planting activities in the Turvey Rogerstown Nature Reserve as part of the Gas Networks Ireland Hot Spot Programme 2022

Strategic Priority 1: Inspiring and Recruiting Outdoor Advocates

Director's Report: Ben Wood
Chair of the CAE Subgroup of the Board

"The Strategic Priority to Inspire and Recruit Outdoor Advocates has been a key focus behind the workplan of the CAE subgroup committee, which had a strong performance in 2022.

With our strategic aims to increase membership by 10% in 2022, to increase our Corporate Engagement and projects, and to inspire practical advocacy on the ground in Ireland, Northern Ireland and Europe, we created an ambitious and engaging workplan.

The Membership Review was fundamental in understanding how we can support our existing members and attract new members and advocates. We asked our members what changes they would like to see to the Leave No Trace Membership Programme, and we listened. We are committed to providing our members with quality resources, meaningful engagement, and clear value for their membership. We redesigned our Membership Programme with this commitment in mind, and in 2023, Leave No Trace members will see a host of new benefits to support advocacy for Ireland's outdoor spaces.

Establishing Leave No Trace in our communities has been invaluable to ensuring long-term environmental stewardship in outdoor spaces that experience high volumes of recreation. Our corporate Hot Spot Programmes, the Knocksink Wood Community Engagement Project, Ambassador Programme, our work with Dark Sky Ireland, and our international projects with the SEE Project, European Network of Outdoor Sport and the Outdoor Recreation Network has increased the practical implementation of Leave No Trace Principles and techniques in sensitive habitats, and has allowed restorative processes to take place to encourage biodiversity recovery."

18%

**growth in memberships in 2022
against target of 10%**



**179 corporate participants in
Hot Spot Programmes**



**Delivered Leave No Trace
workshops to 90 participants at
Field Studies Ireland's Outdoor
Symposium in Tollymore**

12

**volunteers recruited to the Croagh
Patrick Ambassador Programme**

Strategic Priority 1.1.

Review and enhance core member and member benefits package

KPI: Increase membership by 10% in 2022 and review programmes for membership

Experienced 18% growth in 2022 compared to 2021 with increase in corporate members (114% growth in 2021 following first Love This Place campaign)

Action	Impact
Membership Review completed through Member Survey	Responded to members' needs to ensure value for membership
Designed new Membership Programme for 2023	Increased investment in member resources and benefits, redeveloped Welcome Pack and Training & Events Calendar 2023
Reviewed and redesigned Corporate Offering	New corporate membership brochure developed and redesigned webpage
Launched Core Member Network	Two Core Member Network meetings facilitated, sharing stakeholder knowledge and resources
Designated staff members appointed into key areas including strategic partnerships and memberships	Member queries promptly responded to, resources provided and events supported

Strategic Priority 1.2.

Growing advocacy and awareness in Northern Ireland

KPI: Increase partnerships across the island of Ireland

Joined the Northern Ireland Environmental Link (NIEL), increasing long-term opportunities for collaboration and projects with organisations in Northern Ireland through networks and membership

Action	Impact
7 Awareness Courses and 4 Trainer Courses delivered in Northern Ireland	Increased awareness of outdoor ethics in Northern Ireland through Leave No Trace course delivery
Participated in the Outdoor Symposium in Tollymore National Outdoor Centre with Field Studies Ireland	90 participants from the outdoor sector reached at the two-day event
Supported Northern Irish public awareness campaigns in Northern Ireland, Live Here Love Here, Right Side of the Outside and Get Out More NI	Supported public awareness for a shared island message of responsible outdoor recreation
New Accredited Trainer Centre based in Northern Ireland – Colin's Glen Trust	Increased delivery of Leave No Trace education programme in Northern Ireland

Strategic Priority 1.3.

Strategic relationships with Corporate Partners

KPI: Increase Corporate Memberships

IEN and Goodbody joined Leave No Trace as corporate members

Action	Impact
Two Corporate Hot Spot Programmes in 2022: <ul style="list-style-type: none"> Gas Networks Ireland, Turvey Nature Reserve Deloitte, Bull Island Nature Reserve 	Over 179 participants engaged in Hot Spot Programmes, taking restorative actions at Hot Spot sites impacted from overuse. Promoted and empowered environmental stewardship using nature-based activities
Engaged in Deloitte Impact Week, and received consultation on funding strategy and membership review	Recommendations from Deloitte helped to inform the Membership Review, develop a new Corporate Membership Programme and streamline our services
2 new Corporate members joined in 2022 <ul style="list-style-type: none"> IEN – Gold Goodbody – Silver 	New corporate partnerships and long-term collaborative projects established to increase impact and reach of Leave No Trace Principles
18 CSR Education Impact Days delivered	Over 200 employees engaged through CSR Education Impact Days
Unrestricted funding received from Capacity Grants from the Heritage Council	Education Officer hired to progress strategic plan and develop educational framework



Invasive Species removal at the Bull Island Nature Reserve, as part of the Deloitte Hot Spot Programme 2022



Strategic Priority 1.4.

Engagement with farmers, landowners and rural communities

KPI: Build stakeholder engagement with landowners

First ever Croagh Patrick Ambassador Programme launched, creating long-term engagement with all local stakeholders

Action	Impact
Pilot Kerry Private Landowners, which explored issues including access and outdoor recreation	16 landowners participated in the pilot training programme, increasing their knowledge on Leave No Trace, legal rights in the outdoors, biodiversity opportunities and guidance on positive engagement with visitors.
New volunteer Croagh Patrick Ambassador Programme created in collaboration with the Croagh Patrick Stakeholders Group, Mayo County Council and the Murrisk Development Association (funded by The Heritage Council)	12 volunteers recruited to the Croagh Patrick Ambassador Programme (winners of the 2022 Eco-Group of the Year at the Outsider Awards)
Community Climate Action Programme (CCAP) Funding awarded from An Pobal and the Department of the Environment, Climate and Communications in Oct 2022. Working with University of Galway, the MSLETB and CARO-ASN from Project launched in Q4 2022	The CCAP will develop 'Beaches and Dunes for Climate Adaptation: Training for Communities', which will build the capacity of local communities to adapt to, and mitigate against, climate change
Completed Two Impact Days during the Knocksink Wood Community Engagement Project with the Community Foundation for Ireland and NPWS.	93 participants engaged from the Knocksink Wood Community Engagement Project, increasing the local community's biodiversity knowledge and fostering a sense of stewardship. 8 new educational digital resources also developed, and 3 Podcast Episodes with Colin Stafford Johnson
Leave No Trace sponsorship of National Tidy Towns Special Category Award 2022	Castlegregory Tidy Towns, Co. Kerry winners of the Leave No Trace National Tidy Towns Special Category Award 2022, recognising the group's efforts to implement Leave No Trace and enhance biodiversity in their work

Participants of the SEE Project at the Achill Island Exchange, June 2022

Strategic Priority 1.5. International Engagement

KPI: Increase participation in EU Projects

Leave No Trace were project partners in two EU Erasmus+ Projects in 2022 (compared to one EU Project in 2021).

Action	Impact
Project lead of the SEE EU Erasmus+ of the development and testing of a new educational toolkit for outdoor sports instructors. 5 international exchanges delivered	174 exchange participants, sharing knowledge and perspectives of the outdoor sport sector, informing the educational toolkit. Exchanges took place in Serbia, France, Achill Island, Portugal and Sweden. Toolkit testing taking place in 2023
Project partner of GoGreen EU Erasmus+ Project, launched in 2022. 2 partner meetings held, in Westport, Ireland and Zoersel, Belgium. 3 online meetings.	Training module development underway. EU Green Deal Community toolkit in development. 2023 international training events scheduled
Leave No Trace represented in the European Network of Outdoor Sports (ENOS)	Rachel Shawe appointed to the Executive Committee at the Euro'Meet Conference in Silkeborg
Rachel Shawe and Dr Noel Doyle delivered presentations on the Love This Place public awareness campaign and SEE Project, at the Outdoor Recreation Networks' Sustainable Outdoor Recreation Conference held in Snowdonia, Wales	The work of Leave No Trace shared at international level, increasing the Leave No Trace brand and ethics into the European outdoor sector.
Continued collaboration and alignment with the Leave No Trace Center for Outdoor Ethics, USA of which Leave No Trace Ireland is a franchise	2 meetings with Leave No Trace Center for Outdoor Ethics to ensure alignment of Leave No Trace programmes across the Leave No Trace International Network
Hired Clare Masterson as Project Coordinator of the Dark Sky Ireland project, setting up an Irish branch of the International Dark-Sky Association	Dark Sky Ireland empower community custodians and ambassadors to protect Ireland's night sky as a natural habitat, and advocate for light pollution legislation

Strategic Priority 1: Inspiring and Recruiting Outdoor Advocates

CASE STUDY 1: Croagh Patrick Ambassador Programme

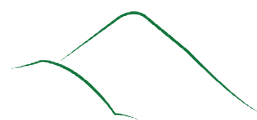
Funded by The Heritage Council's Stewardship Fund, the Croagh Patrick Ambassador Programme is the first of its kind on Croagh Patrick and is a collaborative effort of the Croagh Patrick Stakeholders Group, Leave No Trace Ireland, Mayo County Council and the Murrisk Development Association. The aim of the programme is to drive public awareness of the importance of care and respect for our natural heritage, to empower positive behavioural change and develop skills around outdoor recreation so that locals and visitors can continue to enjoy and protect Croagh Patrick and its surrounds.

The increase in visitor numbers to Croagh Patrick has resulted in many negative impacts on the mountain, the most visible of which is the path erosion on privately-owned land. The Croagh Patrick Stakeholders Group have commenced the Sustainable Access and Habitat Restoration Project on the pilgrim path on Croagh Patrick to reduce the impact of path erosion. Other recreational issues include

visitors bringing dogs onto the mountain, off-lead, where there are farm animals present, littering, and overcrowding.

Twelve official Croagh Patrick Ambassadors were recruited as volunteers and are tasked with engaging with visitors on the mountain. The volunteers completed their bespoke 4-day Ambassador Training Programme and commenced their duties on the mountain in November 2022. The Ambassador Training provided guidance on the most effective means for the volunteers to engage with visitors, application of Leave No Trace Principles and an understanding of the Sustainable Access and Habitat Restoration Project underway.

The Croagh Patrick Ambassador Programme was awarded the Eco-Group of the Year in the annual Outsider Awards 2022, which took place on the 1st of February 2023 in The Sugar Club in Dublin. The award was sponsored by Clean Coasts' #2MinuteBeachClean #2MinuteStreetClean.



CROAGH PATRICK AMBASSADOR PROGRAMME



Strategic Priority 1:

CASE STUDY 2: Knocksink Wood Community Engagement Project

The Knocksink Wood Community Engagement Project, funded by The Community Foundation for Ireland and supported by the NPWS, was launched in 2022, with the aim of fostering of a sense of ownership of the nature reserve within the local community.

The project began with engagement of relevant stakeholders, comprising of local community groups, the NPWS, PURE Project and National Biodiversity Data Centre. An environmental baseline survey was then carried out for the site to gain a better understanding of the threats it faced. Several site visits were then carried out to meet with the local NPWS Ranger and plan for site-specific restoration actions. Padraic Creedon, Education Officer, noted that, "There is an incredible will from local communities to create tangible improvements to important ecological and recreational sites. The biggest hurdle facing these community groups is a lack of confidence that they would be doing the right thing. Once brought together, having their plans discussed and once they are shown how to help, the community groups themselves can lead real beneficial change."

Two community impact days were also carried out, one restoration and clean-up day and another BioBlitz day. Visits to the site were also carried out to record a series of 'Tech Tips' videos on how to visit the site responsibly as well as recording a podcast mini-series with Colin Stafford-Johnson to highlight the area for its beauty and ecological importance (available on Spotify).

The Impact Days had 93 participants in total and there were 305 downloads of the podcast. The video series for Knocksink is available on Leave No Trace's YouTube Channel and is reshared, giving longevity to the message of care and respect for Knocksink Wood.

Testimonial: Cllr Melanie Corrigan (Bray West)

"The project was a great opportunity for the amazing Community of Enniskerry and visitors to come together to learn about the wonderful asset of Knocksink Wood Nature Reserve, that we have on our doorstep. The local community is very passionate about preserving the biodiversity of this area and protecting it, and are delighted to have had this opportunity to be involved"



Podcast recording with Colin Stafford-Johnson and Andrea Webb (NPWS)



Community litter-pick



Removing campsite impacts and shelters



Graffiti removal

Strategic Priority 2: Sharing Outdoor Environmental Ethics

Director's Report: Gavin Beetlestone Member of the ERG Subgroup of the Board

"The Strategic Priority Sharing Outdoor Environmental Ethics is a guiding priority for the Education and Research Subgroup committee of the Board, which had a successful year in 2022.

With our strategic aims to develop an Education Strategy, develop a new Leave No Trace National Primary Schools Programme, grow the Leave No Trace core education programme in community and new sectors, develop innovative and accessible online learning programmes and develop the Trainer's Network, we set an ambitious agenda for the organisation.

We delivered across each of our core goals and where we were met with challenges, we adapted our approach. With the country fully opening and operational after the pandemic in 2022 we found a need to shift our programmes, finding the balance between offering in-person training and events and those offered online.

We saw the publication of new educational resources that will benefit our Accredited Trainers and Training Centres, schools and communities across Ireland as well as access to a free online Introduction to Leave No Trace. We also began development of our first Education framework which sets out the philosophy of our education programme.

All the successes achieved in 2022 are a testament to the dedication and expertise of our staff, volunteers and trainers."

Leave No Trace education delivered to Gas Networks Ireland staff by Accredited Trainer, Mark O'Connor, at the Turvey Rogerstown Hot Spot Programme

150

Trainers received the updated Irish Leave No Trace Trainer Manual



"Introduction to Leave No Trace" online course completed 197 times



34 New Leave No Trace Accredited Trainers

510

primary school students and teachers participated in 2022 workshops

351

participants engaged in Leave No Trace Awareness and Trainer Courses in 2022



41 Webinars (education and CSR programmes) delivered



78 Trainers took part in the Annual CPD Programme

1,788

primary school students and 114 teachers took part in the Marine Explorers Education Programme

Strategic Priority 2.1. Develop an Education Strategy

KPI: Deliver education strategy

Through funding from the Heritage Council, Padraic Creedon was hired as a dedicated Education and Training Officer, and has overseen the development and completion of the Education Strategy

Action	Impact
Education Officer hired	<ul style="list-style-type: none"> Contributed to the messaging of the Love This Place public awareness campaign Delivered 2 Hot Spot Programmes Delivered 2 community-led initiatives Designed and delivered Training and Events Programme 18 CSR Impact Days delivered
Education Strategy for 2021-2024 completed	Education Impact Strategy 2021 – 2024 clearly outlines goals and pathways to measure success of our offerings
Irish Leave No Trace Trainer Manual customised to Irish environment, biodiversity, heritage, and social context published	Over 150 Leave No Trace Accredited Trainers received new Training Manual to support their work
Developed the Education Framework for Leave No Trace Ireland	To be launched in 2023

Strategic Priority 2.2. Develop a Leave No Trace national primary schools programme

KPI: Develop new primary school resources for teachers, students and trainers

Educational resources funded through DRCD and Dublin Rural LEADER Programme.

Action	Impact
17 Champions Workshops delivered	510 primary students and teachers participated in 2022 workshops
Launched the new Leave No Trace Primary School Programme <ul style="list-style-type: none"> New resources developed, including Primary School Activity Pack, with activities to teach each of the Seven Principles 2-day Primary School workshop delivered 	<ul style="list-style-type: none"> New resources have streamlined supports for Accredited Trainers to deliver Leave No Trace in primary schools and increased supports for teachers 50 pupils engaged in new 2-day primary school workshops

Strategic Priority 2.3.

Grow the Leave No Trace core education programme in the community and new sectors

KPI: To increase funding to deliver community education programmes

Consultation received during Deloitte Impact Day, with recommendations implemented on new funding model for developing education strategy

Action	Impact
<p>In 2022 we delivered</p> <ul style="list-style-type: none"> • 29 Certified Awareness Courses (Target of 42 and compared to 36 in 2021) • 10 Trainer Courses (Target of 17 and compared to 15 in 2021) • 41 Webinars (Target of 12, and compared to 12 in 2021 – a 242% increase) 	<ul style="list-style-type: none"> • 351 participants engaged in Leave No Trace Awareness and Trainer Courses in 2022 • 2022 saw a decrease in the number of Awareness Courses delivered compared to targets. Pandemic recovery and the return of normal activity resulted in decreased availability for in-person participation • We reacted to the challenge by increasing our delivery of online programmes which proved more popular and accessible, post-Covid 19
<p>Our delivery of the Marine Explorers Education Programme with the Marine Institute continued</p> <ul style="list-style-type: none"> • Delivered Explorers Education Programme in primary schools in 7 counties, an increase in 4 counties (Target had been to increase by 3–7 counties) • 73 classes engaged (Target of 64) • Grew to 9 Marine Explorer's staff (Exceeded target of 6) • 67 modules delivered (Target of 121 modules across each school year, Sept–Jun) • Explorers Education delivered at the Circus Science by the Sea, a circus science festival on Achill Island produced by circus250 	<ul style="list-style-type: none"> • Delivered marine science to primary school children in Mayo, Sligo, Leitrim, Donegal, Louth, Limerick and Wexford. • Reach of 1,788 students and 114 teachers • Increase staff numbers increased ability to deliver programme to more counties • Award winners at the Explorers Ocean Champions Awards: <ol style="list-style-type: none"> 1. Scoil Cholmchille primary school, Malin, Co. Donegal, with Explorers Outreach Officer, William McElhinney, announced as Overall Winner of the Marine Institute's Explorers Ocean Champion School 2021–2022: 'Award of Excellence for the Best Healthy Ocean' 2. Scoil Réalt na Mara NS, Rosses Point, Co. Sligo and Explorers Outreach Officer Mairead O'Donovan, received Award of Excellence: Best Marine Outdoor Education Project 3. The Squid Project developed by St. Eunan's National School from the Explorers Programme was selected as an ESB Science Blast Winner • Explorers delivered to new audience using the medium of performance art



Leave No Trace Trainer course at the Glenveagh National Park.
 Photo: Field Studies Ireland

Strategic Priority 2.4.
Develop innovative and accessible online learning programmes

KPI: Review our capacity to deliver programmes online

Launched new online course and delivered 41 webinars, which increased accessibility to Leave No Trace educational courses, particularly those with time or geographical barriers

Action	Impact
Free “Introduction to Leave No Trace” online course launched in 2022	197 notifications of course completion received since the course launch
5 training webinars attended by Leave No Trace staff to upskill on increasing online accessibility.	The implementation of language translation, assistive technologies, and communications tools/techniques to be included as part of the Communications Strategy
41 webinars delivered in 2022	Reacted to the increased demand for online education, allowing us to reach more individuals, communities and corporate organisations with time or geographical barriers



Strategic Priority 2.5. Develop the Trainer Network

KPI: Develop and grow Trainer Network, and offer annual CPD courses

34 new Accredited Trainers, 3 new Accredited Training Centres, and 78 Trainers engaged with the Annual CPD programme

Action	Impact
34 new Accredited Trainers and 3 new Accredited Training Centres joined the Leave No Trace Training Network	Increase geographic reach of Leave No Trace education delivery
6 CPD sessions delivered in 2022, one of which included an in person meet up. Exceeded target of 4 and grew by 2 sessions compared to 4 online in 2021	78 Leave No Trace Trainers engaged in the Annual CPD programme, growing the programme and supporting trainers in their personal development

Strategic Priority 2: Sharing Outdoor Environmental Ethics

CASE STUDY 1: Marine Explorers Education Programme

The Explorers Education Programme is funded by the Marine Institute, Ireland's state agency for marine research and development and engages with primary school children, teachers and the education network, creating marine leaders and ocean champions in Ireland. The strategic development and management of the Explorers Education Programme is delivered by the Camden Education Trust.

Leave No Trace Ireland deliver the Marine Explorers Programme to primary schools in counties Mayo, Sligo and Donegal, Leitrim, Limerick, Wexford and Louth. Modules include: Aquariums in the Classroom; Seashore Safaris; Marine Projects; STEM Workshop; and the Healthy Oceans Project.

In 2022 Leave No Trace delivered the Marine Explorers Programme to 1,788 number of students and 114 numbers of teachers across the country.

The enthusiasm for the programme can be clearly seen in the amazing marine science work and projects produced by the students, several of which have won awards in 2022.

- Scoil Cholmchille primary school, Malin, Co. Donegal was announced as Overall Winner of the Marine Institute's Explorers Ocean Champion School 2021-2022: 'Award of Excellence for the Best Healthy Ocean'
- Scoil Réalt na Mara NS, Rosses Point, Co. Sligo received Award of Excellence: Best Marine Outdoor Education Project
- The Squid Project developed by St. Eunan's National School from the Explorers Programme was selected as an ESB Science Blast Winner

Explorers students on a seashore safari with Explorers Outreach Officer, William McElhinney



*Foras na Mara
Marine Institute*

Strategic Priority 2: CASE STUDY 2: NEW Educational Resources

2022 saw the publication of new Leave No Trace Ireland educational resources.

These resources included;

- How to Deliver a Leave No Trace Awareness Course (for Trainers)
- The launch of the first ever Irish Leave No Trace Trainer Manual (Irish context), covering everything from what is Leave No Trace, why it's important, our training structure, how to plan courses and an in-depth look at each the Seven Principles and practical activity plans for Trainers.
- A compilation of Main Activities for Leave No Trace Programmes, with activities for each of the Seven Principles for adult audiences
- New Primary School Programme which included a Primary School Activity Pack and Guidance for Teachers

These resources will guide Leave No Trace educators through a series of activities and lesson plans, designed to help teach the Seven Principles of Leave No Trace. Each activity clearly states the learning objectives, required materials, preferred locations and duration to assist with incorporating into the school day.

The resources were piloted and tested in 2022, and received positive feedback from both trainers and schools. The official Educational Catalogue will be launched in 2023.



Scoil Réalt na Mara NS students receiving their Explorers Ocean Champions Award 2021-2022



Outreach Officer, Edmond Aylward at the Circus Science by the Sea Festival with circus250



St. Eunan's National School in Raphoe, Co. Donegal winners of the ESB Science Blast award



Scoil Cholmchille awarded Overall Winner of the Explorers Ocean Champion School 2021-2022: 'Award of Excellence for the Best Healthy Ocean' school project in Ireland



Recreational activity research during the SEE Project
Achill Island international exchange

Strategic Priority 3: Research for Responsible Recreation

Director’s Report: Pat Neville, Chair of the ERG Subgroup of the Board

“The Strategic Priority, Research for Responsible Recreation, progressed well in 2022. Our strategic aims to commission research to help inform decision makers and strengthen our relationships with educational institutions came to the fore.

The Sustainability and Environmental Education in Outdoor Sports (SEE) Project has seen the publication of 26 reports to date, all grounded in research. The Love This Place Campaign also saw for the first-time insights into people’s awareness, behaviour and attitudes towards outdoor recreation in Ireland and the support for clear, unified messaging on what actions people can take to help the environment.

With the organisation experiencing substantial growth in 2022 and the induction of new staff members the development of a 3-year Research Strategy and a Research Ethics Policy were reviewed and moved to take place from 2023. It was identified that additional resource to assist in the delivery of all Leave No Trace research goals is needed.

Our target had been to increase research programmes by 25% in 2022 and to strengthen our relationships. With the SEE project, Love This Place Campaign research, coordination of the Certificate in Nature Animation Level 6 Special Purpose Award and the award of funding to deliver the collaborative Community Climate Action Project, we grew the Leave No Trace research agenda in line with our target.”

Strategic Priority 3.1. Develop 3-year Research Strategy

KPI: Develop a 3-year Research Strategy

Research Strategy has been developed and is being implemented under the ERG workplan

Action	Impact
To develop the 3-year research strategy, led by the Education and Research subgroup, the organisation has recognised the need for additional resource	This will continue to be a work in progress for 2023 to grow research on people’s behaviour and attitudes towards outdoor recreation in Ireland

Strategic Priority 3.2.

Commission research which establishes and quantifies evidential links to help inform decision-makers

KPI: Publish 3 research papers per annum

27 research reports completed in 2022

Action	Impact
Research survey undertaken as part of Love This Place Campaign 2022, which provided insight into the public's attitudes and behaviour in relation to the importance of the outdoor environment	Research findings from the Love This Place Campaign 2022 have been used to inform the 2023 Campaign. The research found: <ul style="list-style-type: none"> • High levels of awareness among the public of the importance of our outdoor spaces, but many are unsure how to change their behaviours to benefit and protect our outdoor spaces. • The survey also found that people feel there is a need for strong consistent messaging.
Leave No Trace Ireland was a lead partner of an EU Erasmus+ sport project, the SEE Project – 6 main reports and 20 summary reports published	The reports published on impacts of outdoor sports in areas of conservation across Europe have informed the content of the educational toolkit for outdoor sports guides and instructors which is being tested and published in 2023. The toolkit will be highly beneficial to the work of Comhairle na Tuaithe and the National Outdoor Recreation Strategy.
Leave No Trace Ireland became a partner in a second EU Erasmus+ project, GoGreen, in 2022.	The project will help communities and local authorities to implement EU Green Deal policies across Europe across a wide range of sectors. Desk study phase of GoGreen's transnational collaboration and knowledge exchange took place in 2022 to inform the work of 2023

Strategic Priority 3.3.

Develop and implement research ethics policy

KPI: Production of a Research Ethics Policy

This item will be rolled-out in 2024

Action	Impact
Development of Research Ethics Policy reviewed in 2022	Research Ethics Policy rescheduled to 2024 due to capacity issues within the Leave No Trace team to deliver.

Strategic Priority 3.4.

Strengthen our relationships with educational institutions

KPI: Coordinate one new third level course annually

20 students graduated from the Level 6 Certificate in Nature Animation Course in 2022

Action	Impact
Successful coordination of the Certificate in Nature Animation Level 6 Special Purpose Award in collaboration with the NPWS and MTU in 2022 to a new cohort of students	130+ applications for the Level 6 Special Purpose Award received, for 20 places in 2022. Work-based learning module of Leave No Trace Awareness and Trainer Courses included. 20 Graduates from the 2022 class. Level 6 Special Purpose Award to run again in 2023, and new Level 7 course to be developed in 2023.
Funding awarded from An Pobal and the Department of the Environment, Climate and Communications for the delivery of a community project in collaboration with educational institutions - Community Climate Action Project (CCAP). Funding awarded to Leave No Trace Ireland, CARO-ASBN, University of Galway & MSLETB	CCAP will collaboratively develop a toolkit and educational workshops which will build the knowledge and skills of communities to take positive action on how best to utilise beaches and dunes as coastal protection. This toolkit will be made available to communities across Ireland.



Dr Noel Doyle (left) and Rachel Shawe (centre right) from Leave No Trace pictured with Helen Blake from Mayo County Council and Minister Eamon Ryan, at the CCAP launch with An Pobal and the Department of the Environment, Climate and Communication

Strategic Priority 3: Research for Responsible Recreation

CASE STUDY 1: SEE Project

In 2022, the SEE project produced a number of reports regarding the environmental impact and perceptions of outdoor sport across Europe. These reports included:

- Perceptions about Outdoor Sports by Protected Areas Managers
- Report on Perceived Issues from Outdoor Sports in Protected Areas
- Report into broader sustainability issues for outdoor sports
- Report into Leadership and Environmental Training in Outdoor Sports Federations
- Report into issues and mitigations in non-protected natural areas
- Report into good and inspiring practice on sustainability and environmental education information found in outdoor sports federations' websites
- 20 infographics on the perceived impact on individual outdoor sports

These reports were disseminated through the projects social media channels, through conferences, webinars, and events across Europe.

The SEE project also completed its exchange program in September 2022, with the final exchange taking place in Sweden. This exchange was a culmination of the theoretical and practical work which enabled the partners to develop a toolkit.

The toolkit is central to the project and will provide an excellent resource to the outdoor sports sector, especially for those involved in leadership training. Training instructors, leaders, and guides on how to communicate and teach sustainability and environmental ethics and etiquette are of extremely high importance for the outdoor sports sector.



Recreational activity research during the SEE Project international exchange on Achill Island



Community beach clean at The Quay in Westport

Strategic Priority 3: Research for Responsible Recreation

CASE STUDY 2: Love This Place 2022 Campaign Research

A national survey conducted for Leave No Trace Ireland and the Love This Place Campaign partners has shown high levels of awareness among the public of the importance of our outdoor spaces. It also demonstrates the need to manage and keep these areas litter free. However there is a poor understanding of the impact that outdoor recreational activities have on nature and the biosphere.

The survey, conducted by Behaviour & Attitudes, also revealed that walking/hiking is by far the most common outdoor activity, with almost 3 in 4 Irish people walking/hiking weekly, and more than 1 in 4 walking/hiking every day. More than 1 in 4 socialise in an outdoor, public space at least each week. 30% of the public engage in at least one outdoor activity daily, with 81% engaging in an outdoor activity on a weekly basis.

But while the environment and outdoor spaces are very important across all demographic groups, the survey reveals that those who are less likely to engage regularly in outdoor activities put less emphasis on the importance of the environment and the outdoors.

These survey results are important in the context of the current discussion on the crisis in biodiversity and the future policy decisions that Leave No Trace Ireland must advocate for to ensure that we value and protect nature. As a country, important decisions are needed on how we develop our tourism and recreational activity sectors while ensuring that this is done in ways that are both sustainable and sensitive to the protection of wildlife and their habitats. This demonstrates that more education and information is needed, especially amongst younger people, and particularly around certain the impacts of activities including walking/hiking, picking flowers/plants, noise, getting too close to wildlife, and sticking to provided paths and trails.

B&A

Research conducted by
Behaviour & Attitudes
August 2022
1,001 Respondents

Love This Place Campaign Research 2022

Public participation
in outdoor activities

81%
daily

30%
weekly

18-34

age demographic have the least
awareness of their potential
impacts in the outdoors

7 in 10

strongly agree that they
are personally responsible
for protecting their local
environment

2 in 3

feel that it is
important to
have access to
a sustainable
environment

7 in 10

feel it is important to
live close to nature

**Only
37%**

are aware of how loud
noises and bright lights
can impact wildlife

84%

of respondents take
part in walking/hiking
activities at least 1-3
times a month
(72% Weekly, 28% Daily)

4 in 5

put a high emphasis
on a litter-free
environment

1 in 3

unsure about how
they can improve
their outdoor spaces

52%

of survey respondents
regularly socialise outdoors

However, only...

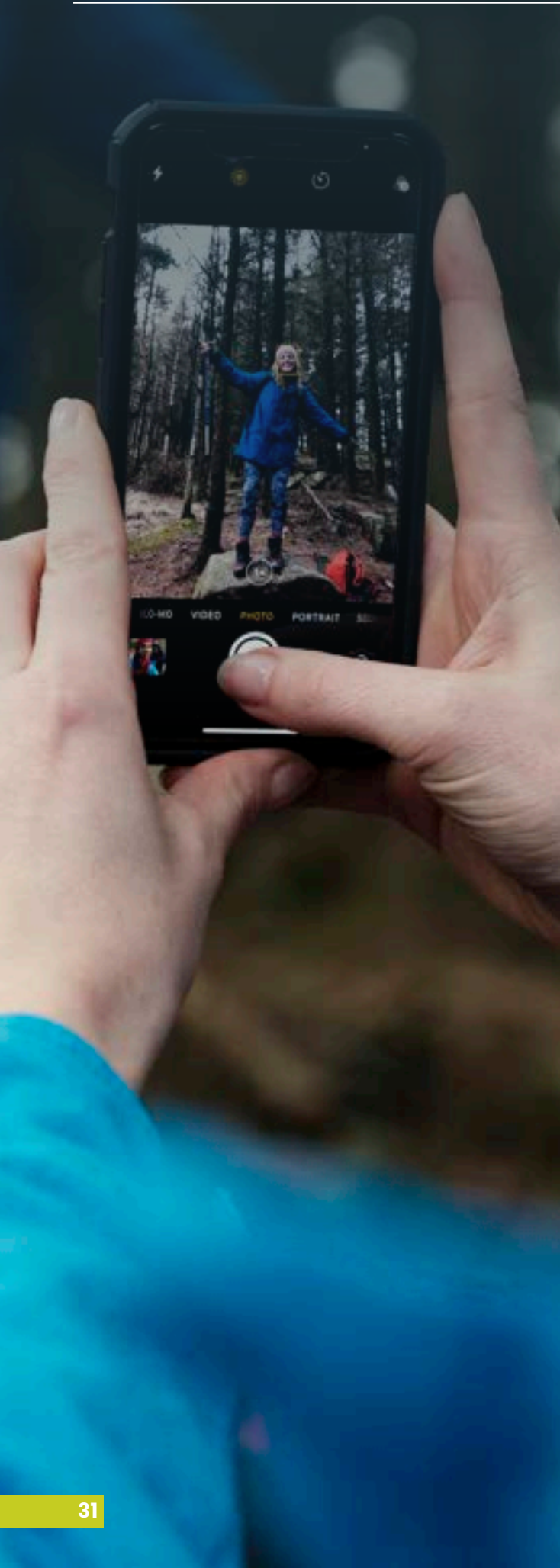
42%

of respondents are aware that going off
trail can cause environmental impacts
(such as erosion, vegetation trampling)

84%

are aware that plastic and
litter can have a negative
impact on wildlife

This research is brought to you by the Love This Place Campaign Partners 2022



Strategic Priority 4: Winning Hearts and Minds

Director's Report: Aoibheann Ní Shúilleabháin, member of the CAE subgroup committee of the board

"Building on the success of the Love This Place campaign in 2021, increasing our public impact and awareness of the Leave No Trace message was a priority for the Communications and Engagement subgroup committee of the Board in 2022.

Our primary aims were to deliver bespoke public awareness campaigns about how to Leave No Trace in the outdoors, and to increase our engagement in both the public and political sphere. It was an assiduous effort to achieve these goals, efforts of which cumulated into Leave No Trace inclusion in national policy to develop and protect the outdoors.

A key target was to exceed the reach and broaden the Love This Place campaign message. We achieved this by creating an extensive suite of assets, ranging from litter, responsible dog ownership, fires in the outdoors, impacts from specific activities and impacts to specific habitats (such as sand dunes, uplands, waterways, etc.). We grew our partnerships and stakeholder engagement, with 90 Official Campaign Supporters of the campaign disseminating the message online. The extensive interest and support for the campaign resulted in a total reach of 2.5 million people online, an increase of 70.5% from the online reach in 2021. Despite a reduced budget for radio in the 2022 campaign, 3.1 million people heard the radio ad, hearing it an average of 9.1 times, compared to 3.5 million listeners in 2021 hearing it an average of 8 times. "

94

mentions of Leave No Trace Ireland in online media and articles



key role for Leave No Trace identified in the National Outdoor Recreation Strategy, "Embracing Ireland's Outdoors"

351%

increase in content created and shared on our social media accounts



55 corporate queries received, 18 converted into CSR projects and impact days



first ever "Leave No Trace Podcast Series" released in September, hosted by Colin Stafford-Johnston

1,253%

increase in reach on our LinkedIn social media page, and 1,158% increase in engagement



2 interagency public awareness campaigns delivered promoting responsible outdoor recreation

4.9 million

impression made online during the Love This Place public awareness campaign

Strategic Priority 4.1.

Develop a Communications Strategy and an Advocacy Strategy

KPI: Implement a Communications and Advocacy Strategy

Under Action in 2023

Action	Impact
Postponed: Communications Strategy under action in 2023.	This item has been moved to the 2023 workplan. Additional capacity will be put in place to deliver.
Advocacy steering group formed to develop Advocacy Strategy for Leave No Trace. Initial desk research begun in 2022.	Advocacy Strategy will be progressed in 2023. The steering group will develop Advocacy positions on recreational issues in the outdoors, such as lighting fires, responsible dog-ownership and foraging.

Strategic Priority 4.2.

Enhance Leave No Trace Ireland's digital communications capabilities

KPI: Enhance Leave No Trace Ireland's digital communications and capabilities

A dedicated Communication Officer, Grace Fox, was hired to oversee communications and campaigns.

Action	Impact
Communication Officer hired, coordinating social media presence and campaign messaging. Increased content creation on social media, and monitored engagement throughout the year to determine algorithm trends and follower interests.	<ul style="list-style-type: none"> Increased social media followers by 10.5% in 2022 (compared to 7% increase in 2021) across all platforms. 351% increase in content created and shared on social media (including static imagery, video reels, carousel graphics, interactive stories, and competitions to increase engagement) 27 new YouTube videos created in 2022
Consultation received from Deloitte on how to improve user experience on the Leave No Trace website	<ul style="list-style-type: none"> Website redevelopment identified as key action for 2023. Funding applications submitted for new CRM system and website redesign. Membership section of website updated.
Allocated budget to paid social media advertising in 2022 for the first time	Increase in queries for resources, collaboration requests, and general information. Leave No Trace Ireland mentioned 94 times in online media and articles.

Strategic Priority 4.3.

Increase our political engagement

KPI: 20 annual submissions in area of outdoor recreation to public consultations

14 submissions made to public consultations in 2022 compared to 11 in 2021

Action	Impact
Attendance at over 20 meetings with Comhairle na Tuaithe in the development of the National Outdoor Recreation Strategy	Fostered innovation in collaboration to develop the National Outdoor Recreation Strategy, with a key role for Leave No Trace identified within the published strategy, “Embracing Ireland’s Outdoors”. Develop a universal set of guidelines and messaging for stakeholders to implement and strengthen responsible behaviour in the outdoors.
Contribution to National Outdoor Recreation Forum as part of the Outdoor Recreation Action Plan for Northern Ireland	Alignment of outdoor recreation strategies across Ireland and Northern Ireland
14 submissions made to public consultations in 2022 compared to 11 in 2021	Contributions made to the Citizens Assembly on Biodiversity Loss – report published in 2023
Advocacy Research began in Q4 of 2022, reviewing policy and legislative context of the Leave No Trace Principles	This will identify any gaps in policy and opportunities to advocate for positive change



Michael Kingston from Dun Laoghaire Rathdown County Council educating Lidl Ireland staff on Killiney Hill about the area's rich heritage and biodiversity



Deloitte staff taking part in the 2022 Hot Spot Programme on Bull Island

Strategic Priority 4.4. Increase our corporate engagement

KPI: Review membership programme to enhance our corporate offering

Membership Review was undertaken and new Corporate Programme launched

Action	Impact
Social media plans in place for all corporate projects, with an increase in posting frequency on LinkedIn.	Significant increase across all LinkedIn metrics, including: <ul style="list-style-type: none">• 77% increase in LinkedIn following• 1,253% increased reach,• 1,158% increased engagement (all compared to 2021 figures)
Increased calls to action online to engage with our Corporate Programme or become a Member of Leave No Trace on social media platforms	55 Corporate queries engaged with in 2022; <ul style="list-style-type: none">• 18 corporate projects completed (including education impact days)• 25 queries with ongoing interest• 12 declined• Grew Leave No Trace engagement with corporate audiences online through delivery of webinars
8 new CSR Education Impact Day videos developed in 2022	Shared the collaborative achievements from CSR Education Impact Days with Deloitte, Gas Networks Ireland, Helly Hansen and the Community Foundation for Ireland
Recommendations to redevelop our Corporate Programme from both the Membership Review and Deloitte implemented	Corporate Membership Brochure developed to streamline membership offering and share our custom services. Corporate Membership webpage updated. The new Membership Programme launched in 2023



Strategic Priority 4.5.

Increase the awareness of the Leave No Trace Ireland brand recognition

KPI: Explore new mediums of communications

New podcast series launched through funding from the Community Foundation for Ireland

Action	Impact
Explored Podcasts as a new medium of communication and reach a new audience market: Leave No Trace Podcast Series with Colin Stafford-Johnston	305 downloads of Podcast series, which is available on Spotify, Google Podcasts and Podbean
<p>Awards in 2022</p> <ul style="list-style-type: none"> • Winner of the Charity Impact Award 2021 from The Wheel • Winner of the National Lottery Good Causes County Award in the Heritage Category • Runner Up in the Biodiversity Award category in the Heritage Councils National Heritage Week Awards for our Sand Dune Celebration Day Event with Bertra Connected and Helly Hansen. • Winner of Ireland's Most Impactful NGO in 2021 and 2022. • Awarded Triple Locked Status from the Charities Institute of Ireland • Winner of the Carmichael Good Governance Award in 2021 and finalist in 2022. • Croagh Patrick Ambassador Programme winners of the Eco-Group of the Year at the Outsider Awards • Padraic Creedon Runner Up in Eco Hero of the Year category at the Outsider Awards 2022 	Recognition for the standard of projects that Leave No Trace Ireland delivers throughout the year. It helps to promote the brand, reputation and the work of all the environmental stewards and communities that we work with throughout the country

Strategic Priority 4.6.

Design and deliver innovative Leave No Trace bespoke campaigns

KPI: 2 x annual bespoke campaigns delivered

Coordinated and delivered the Check, Clean, Dry and the Love This Place interagency public awareness campaigns, fostering innovative approach to public awareness through multi-agency collaboration in the delivery of a unified message for responsible outdoor recreation.

Action	Impact
Aquatic Invasive Species Campaign 2022 – Leave No Trace Ireland coordinated on behalf of 9 partners	Increased public awareness on aquatic biosecurity at the national level with 9 partners
<p>Love This Place Campaign 2022 – coordinated by Leave No Trace on behalf of 9 funding partners during the month June–Aug.</p> <ul style="list-style-type: none"> • Supporters: Over 90 Official Campaign supporters in 2022. A suite of nearly 50 campaign assets created for supporters to share. • Social Media: Over 4.9 million impressions of campaign messages on Leave No Trace’s social media (growth of 900K on 2021) and 2.5 million people reached (total reach was 736K in 2021) • Radio: Over 3.1 million had the opportunity to hear the Love This Place campaign on radio (3.9 million reached in 2021). Maura Kiely also took part in 7 radio interviews. • Government Support: 3 Ministers supported the campaign launch: <ul style="list-style-type: none"> • Minister Heather Humphreys from Department of Rural and Community Development, • Minister of State Malcolm Noonan from the Department of Housing, Local Government and Heritage, and • Minister Jack Chambers from the the Department of Tourism, Culture, Arts, Gaeltacht Sport and Media 	<ul style="list-style-type: none"> • Supporters: High level of stakeholder engagement in the development phase to help inform the campaign messaging. This resulted in high levels of online content dissemination. • Social Media: Increased impression and reach of campaign messages on social media, indicate a high level of impact. However, given the number of supporters disseminating content and messages online over a three month period, these figures are conservative and impact is likely far greater. • Radio: Despite a slightly lower reach on radio in 2022, this was achieved with a substantially lower budget, and listeners were likely to hear the campaign ad more often than in 2021, resulting in greater impact for better value. • Government Support: Demonstrates the support at government level for the Love This Place campaign message across multiple departments.

Strategic Priority 4: Winning Hearts and Minds

CASE STUDY 1: Love This Place Campaign 2022

In May 2022 Leave No Trace Ireland and nine partners launched the interagency national public awareness campaign targeting the issue of littering, dogs and fires in the outdoors under the tagline 'Love This Place'. Entering its third year, the Love This Place campaign aimed to change behaviours outdoors by raising awareness of our impacts and what we can do to make a difference. Key impacts which were focused on were: Litter, Dogs, Fires in the Outdoors, Habitat Conservation and Impacts from Recreational Activities.

The campaign reached a record number of 3.1 million radio listeners and gained 4.9 million social media impressions across Leave No Trace Ireland's platforms. We are particularly encouraged that all 90 of our official campaign partners and supporters actively supported this campaign in sharing the 'Love This Place' message with their members and networks.

We know from the findings of a Leave No Trace commissioned research survey, conducted by Behaviour and Attitudes during the Love This Place Campaign in 2022, that while public awareness and understanding on environmental issues is growing, many people feel that they do not have sufficient knowledge or information on the behavioural changes they need to make to play their part in protecting the natural environment. The insights from the research are a critical guide to adapt our campaign strategy and messaging.

The 2023 Love This Place Campaign – which is being run by Leave No Trace Ireland in conjunction with partner organisations from the sports, tourism and outdoor activities sectors – aims to expand its reach to new, younger audiences and make "Love This Place, Leave No Trace" a part of the Irish vocabulary. We want to inspire the people of Ireland to take pride in their outdoor spaces, and undertake the simple actions needed to protect our outdoor spaces.

Love This Place Leave No Trace



Maura Kiely, CEO, with Minister Heather Humphreys at the launch of the Love This Place campaign, at the Phoenix Park's Furry Glen

Strategic Priority 4: Winning Hearts and Minds

CASE STUDY 2: National Outdoor Recreation Strategy

In November 2022, The Minister for Rural and Community Development, Heather Humphreys, launched the new National Outdoor Recreation Strategy, Embracing Ireland's Outdoors – an ambitious and transformational strategy, which marks a milestone in shaping connection to, engagement with, and preservation of the Irish outdoors.

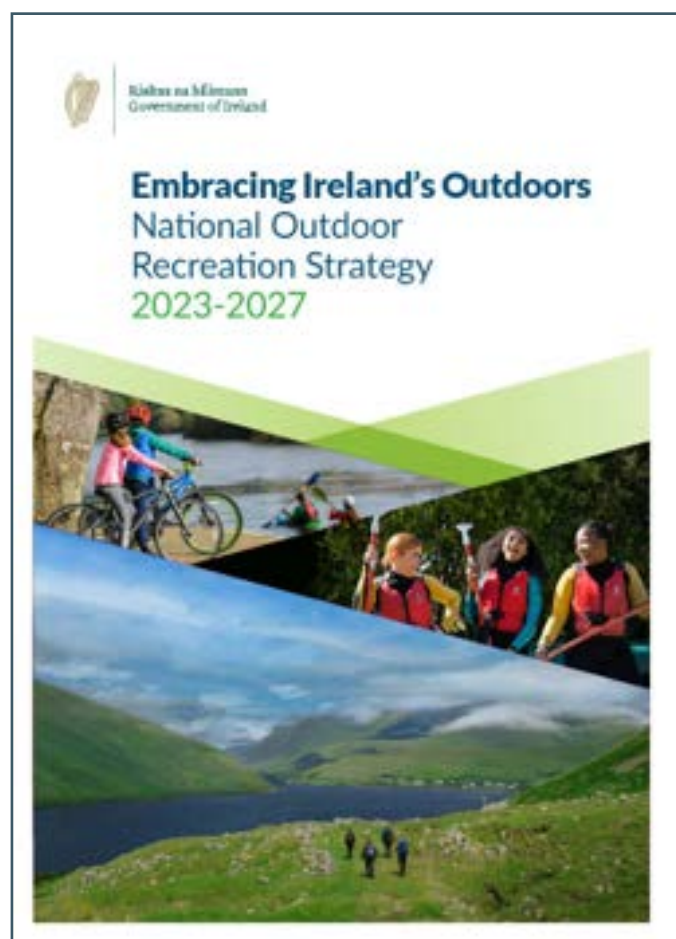
This strategy will:

- Support over 2.7m visitors take part in outdoor activities.
- Deliver major economic and health benefits.
- Focus on Hiking, Cycling, Wild Swimming, Kayaking & more.
- Expand the National Walks Scheme to 150 trails.
- Fund adventure tourism projects, with €14 million announced for development.
- Make Ireland the destination of choice internationally for outdoor adventures.

Embracing Ireland's Outdoors was developed in partnership with Comhairle na Tuaithe and is a collaborative cross-Government strategy that reflects the views of stakeholders and the public. The new strategy will set the stage to strengthen and support the sustainable development of the outdoor recreation sector in Ireland for years to come bringing huge economic and health benefits to communities across the country. The five-year strategy was launched in Castlecomer Discovery Park in Co. Kilkenny.

The launch of the new National Outdoor Recreation Strategy represented the outcome of a detailed process of consultation involving a broad spectrum of stakeholders all of whom shared a common goal to support the development of outdoor recreation in Ireland. Leave No Trace Ireland actively participated in this consultation process throughout 2021 and 2022. The Strategy includes a clear commitment to core Leave No Trace Principles, namely the protection of our natural landscapes, heritage, biodiversity and habitats. The Strategy also recognises the need for the planned development and growth of the outdoor recreation sector that prevents adverse impacts on sensitive habitats, landscapes, and species.

Leave No Trace Ireland will play a key role in the development of a universal set of guidelines and messaging for stakeholders to implement and strengthen responsible behaviour in the outdoors as well as advocacy and the provision of training for leaders and guides on access, environment, and sustainable recreation.





"I believe the core Leave No Trace ethos of ethical, responsible and sustainable use of our outdoor spaces, will form a key element of the National Outdoor Recreation Strategy as it evolves from policy to practice. We are greatly encouraged by this new strategy and look forward to working with the many agencies and interests at national, local and community level to implement Embracing Ireland's Outdoors as a model for a caring and responsible national outdoor recreation sector."

– Maura Kiely, CEO of Leave No Trace Ireland

Maura Kiely and Paddy Doherty of Leave No Trace Ireland, pictured with Minister Heather Humphreys (centre) at the launch of "Embracing Ireland's Outdoors"

Strategic Priority 5: Integrity and Excellence

Director's Report: Michelle Carey, Chair of the Corporate Management subgroup committee of the board

"The Strategic Priority of Integrity and Excellence and the achievement of excellence in governance continues to be a key focus of the workplan of the Corporate Management subgroup committee of the Board. A key goal for Leave No Trace Ireland has been to build on its existing robust governance structures.

While progress to date is substantial, many opportunities exist to continue to build on this foundation. Leave No Trace Ireland recognises the importance of clear communication to all outdoor users to ensure that it continues to deliver on its vision and mission. Four new policies were developed as a response to the changing needs of the organisation. We continually review and update existing policies and develop new ones as the organisation continues to grow.

A recommendation from the 2021 external audit was that the organisation's growth level now required an in-house Accountant. We recruited an Accountant in early 2022 and they have been an invaluable addition to the team. Having a dedicated Accountant in-house has allowed Leave No Trace to further develop and improve our robust financial systems and budget coding of projects. In 2022, a Return-on-Investment exercise was carried out, and coupled with the improved budget coding system, allowed for greater visibility on which projects are high cost but also high impact and visibility on how costs can be reduced. There will continue to be an ongoing review of measuring the impact and cost of projects."

Strategic Priority 5.1.

Build on existing robust governance structures

KPI: Ensure sustainable growth in 2022 and compliant to best practice in the Charity Sector

Developed in-house auditing process and received expert advice from Deloitte consultants who reviewed our business model and operations to run as a social enterprise

Action	Impact
Awarded Triple Lock accreditation from the Charities Institute of Ireland in 2022	Recognition of transparency and good governance structures in place at Leave No Trace Ireland
Developed new company policies and procedures	Ensuring we have robust governance and up-to-date policies. Policies developed: Sick Pay Policy & Reporting Procedure; Diversity & Inclusion Policy; Statement of Fundraising Policy
Reviewed existing policies as per Policy Review Log. Plan to review further 8 policies in 2023, including Conflict of Interest Policy.	10 Policies reviewed in 2022: Complaints Policy; Communications Policy; Media Management Policy; Finance Policy Code of Conduct; Bullying and Harassment Policy; Social Inclusion Policy; Board Member Travel & Expense Policy; Employee Travel & Expense Policy; Explorer Travel & Expense Policy

Strategic Priority 5.2.

Expand Leave No Trace Ireland's internal audit function

KPI: Identify and undertake non-financial audits annually

Independent external auditor conducted internal audit on company policies in 2022

Action	Impact
Critical role hire – Financial Accountant, Imelda Smith	Strengthened Leave No Trace Ireland's internal governance and audit capacity
Statement of Recommended Practice (SORP) accounting standards followed and submitted with annual accounts to the Charities Regulator and Companies Registration Office	High levels of transparency of our income and expenditure
Board succession planning survey undertaken in 2022	Board succession planning survey took place with an 83.33% response rate giving strong credibility to the scores obtained. Some highlights from the survey included; <ul style="list-style-type: none"> • Expertise in finance (Accountant), legal, company secretary and stakeholder engagement expertise • Limited working knowledge of land ownership, access rights and in rural and community development • Expertise in education but many have limited knowledge in this area of formal education practice, schools, ecology.

Strategic Priority 5.3.

Progress existing strong foundation for Trainer/Education governance

KPI: Facilitate in-person regional trainer meet-ups

5 meet-ups organised, 1 in-person and 4 online

Action	Impact
Accredited Leave No Trace Training Network structure in place with legal framework underpinning it	Strong governance structures in place for Leave No Trace training and education programmes
Regional Trainer Meetings organised for Trainers throughout the country	Meetings offered a forum opportunity for Trainers to provide feedback to Leave No Trace office and avail of CPD opportunities Looking ahead to 2023 more in person meet-ups are planned for other regions of the country
All new Accredited Trainers and Training Centres screened by Education Officer and all documentation under the Training Governance Structure completed. Renewals of paperwork undertaken each year	Governance process now in place for the issuing of contracts for Trainers and Training Centres. Legal agreements established for training network
Training log kept up to date	Training and education monitored and logged

Strategic Priority 5: Integrity and Excellence

CASE STUDY 1: Triple Lock Status

The Triple Lock Standard is a voluntary best practice standard which can be obtained by members of Charities Institute Ireland. It shows funders that the charity follows best practice in the areas of fundraising, reporting and governance. In 2022 Leave No Trace set their sights on completing the final step necessary for us to achieve Triple Lock accreditation from the Charities Institute of Ireland.

As a result, our Statement of Fundraising Policy was developed and published on our website. Triple Lock status was achieved and now our goal is to maintain the accreditation by adherence to strict governance standards. Maintenance of Triple Lock standard confirms our commitment to ethical fundraising, transparent reporting, and good governance.



Strategic Goals

Key Challenges in 2022

While 2022 saw us come out of the pandemic it was a challenging year, nonetheless. Some the key challenges that faced Leave No Trace Ireland included;

Understanding our Return on Investment for our Services

Eight years ago Leave No Trace Ireland had one service programme, that was membership. Today it has over eight revenue streams which has enabled substantial growth in achieving our strategic goals in recent years. In 2022, the corporate management group conducted a detailed review of all programme services and costs. It highlighted that some programmes and services pricing needed to be updated to reflect increased overhead costs and staff costs. A review of the company rate card for programmes and services were updated and published to ensure all costs are covered and contribute to the growth of the organisation going forward.

A Review of the Leave No Trace member programme

The member programme has increased significantly in recent years. As part of the programme review, membership survey was conducted to elicit what our membership valued. An analysis of findings were presented. Over 2022 a new member programme was developed to include the findings from our member survey and a new programme was launched in 2023. This included a new member structure with a suite of member assets including;

- Member welcome pack
- Corporate member programme brochure
- Other member brochures
- Core member network
- Member training and events programme
- Communications toolkit
- Member Ezines each quarter
- Member merchandise
- Member merchandise

Fundraising

Each year securing additional funding for Leave No Trace Ireland to deliver its core programmes and meet demand for our services presents a challenge. Following the Return-on-Investment and budgetary planning process, Leave No Trace Ireland identified the need for additional resources to be able to meet this increase in demand of our growing programme. The need to drive the membership programme to grow unrestricted funding and to reduce the reliance on restricted grants was also identified.

Fundraising challenges are identified on the Risk Register and monitored by the Corporate Management subgroup and the Board.

Office Space

As the organisation has continued to grow, sufficient office space to accommodate all staff members is now presenting a challenge. The current office does not have enough desk space.



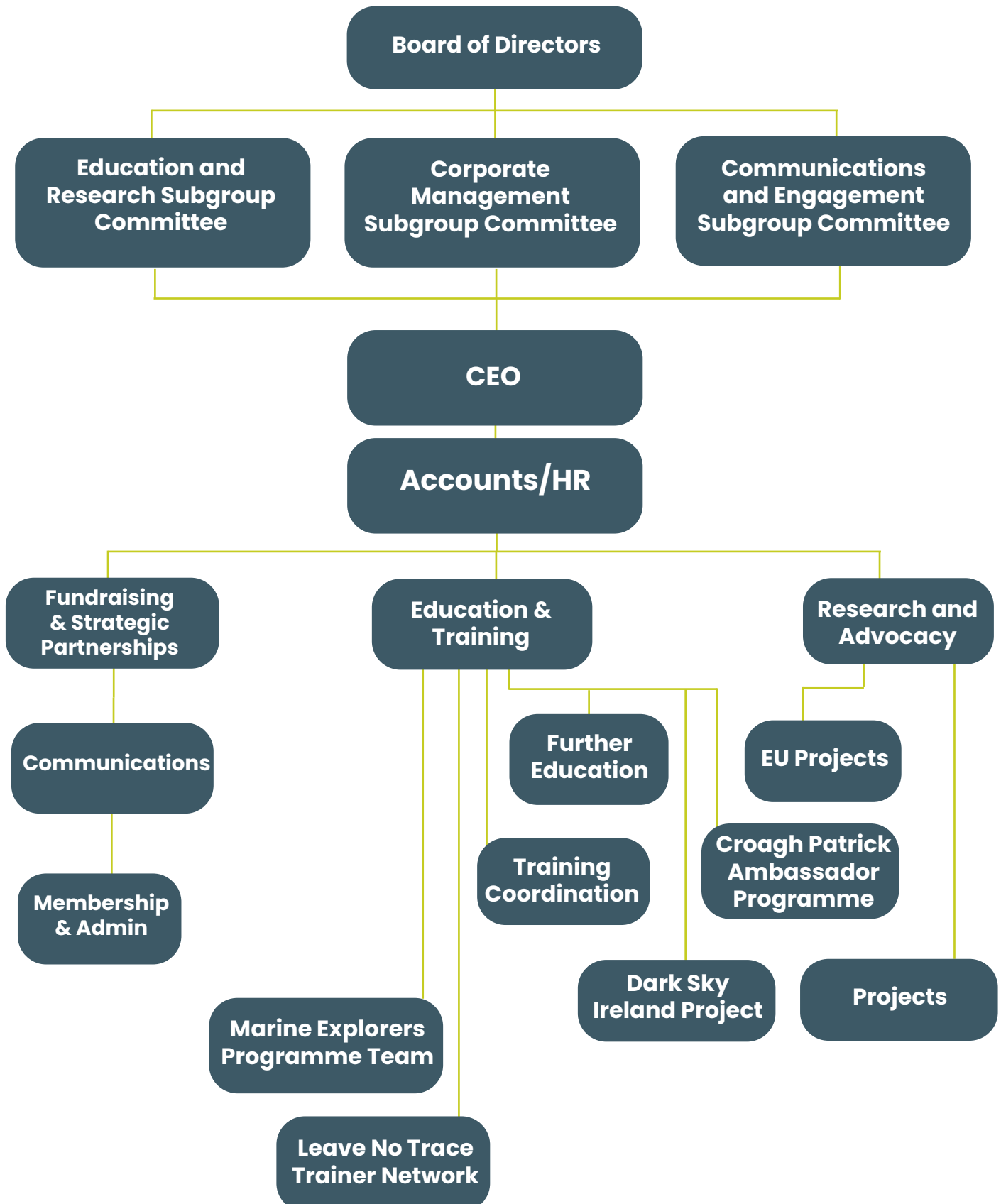
4. Governance

One of the goals of the Strategic Plan 2021-2024 is to ensure that Leave No Trace Ireland delivers Integrity and Excellence in Governance



Leave No Trace Ireland office, Castlebar Street, Westport, Co. Mayo

Organisational Map



Executive Staff Team



Maura Kiely, CEO

maura@leavenotraceireland.org

Maura is an experienced Outdoor Guide, holds senior outdoor qualifications. Maura holds an Honours BSc in Science from University College Cork, and an MSc in Public Affairs and a BSc in Psychology. She is currently undertaking a part time PhD with Ollscoil na Gaillimhe/University of Galway's School of Natural Sciences on stakeholder engagement in conservation and outdoor recreation. Maura worked overseas within the Digital and Environmental sector and worked with Fáilte Ireland assisting in the development of Ireland's first Coastal Blueway recreational trails.



Imelda Smith, Accountant

imelda@leavenotraceireland.org

Imelda joined Leave No Trace Ireland in February 2022 as a part-time financial accountant.

With 15 years of experience working in accounts, Imelda holds a bachelor's degree in business studies in Accounting, made up of a Higher Certificate in Business, a BA in Accounting & Financial Management, and a BBA (Hons) in Accounting. She also holds a diploma in Cognitive Behavioural Therapy and a certificate in Charities SORP.



Rachel Shawe, Operations Manager

rachel@leavenotraceireland.org

As a graduate of the Ollscoil na Gaillimhe/University of Galway and the University of Limerick, Rachel holds a joint MSc in Sustainable Resource Management: Policy and Practice. She also holds a BSc in Earth and Ocean Science.

Her professional work has included roles as a Geologist and as a Researcher at the University of Limerick in sustainable development. Rachel's work in Leave No Trace Ireland primarily focuses on Strategic Partnerships and Fundraising.



Dr Noel Doyle, Project Coordinator

noel@leavenotraceireland.org

Noel graduated with an Honours Degree in Zoology in 2013. Noel was awarded his PhD in October 2020 from the Institute of Technology Tralee (now Munster Technological University). Noel developed a framework illustrating the factors necessary to engender responsible recreational behaviour in Ireland.

At Leave No Trace, Noel is project coordinator for EU Erasmus + Projects, the Level 6 course, The Certificate in Nature Animation course, and research and advocacy.



Padraic Creedon, Education and Training Officer

padraic@leavenotraceireland.org

Padraic is a Marine Science graduate of Ollscoil na Gaillimhe/University of Galway and an ecologist. Specialising in environmental and science education. Padraic has a wealth of experience in environmental education, and a passion for environmental stewardship.

Starting out as an Advanced Trainer and Ecologist for Leave No Trace in 2021, Padraic was successful in his application for Education and Training Officer and was officially appointed to the role in 2022.



Grace Fox, Communications Officer

grace@leavenotraceireland.org

A Galway native with 6 years experience in Customer Service management, Grace holds a Level 5 in Graphic Design, a Level 6 certificate in Multimedia Design, a BA Arts Degree in English, Sociology and Politics, and a MSc in Environmental Leadership. During her time in Ollscoil na Gaillimhe/University of Galway, Grace focused her studies on environmental social behaviours and societal change.

Grace joined the Leave No Trace Team in early 2022 as a Communications Officer.



Tracey Kenny, Membership Coordinator

tracey@leavenotraceireland.org

Tracey holds two BAs in English Language and Literature, and Liberal Arts and Sciences.

She also holds qualifications in Book-Keeping and Digital Marketing. Tracey joined the Leave No Trace team in October 2021 and brings with her 16 years of Office Administration and Accounts experience.

Tracey works in Memberships, as a coordinator and an administrator for Individuals, Communities, Organisations and Bronze Members.



Clare Masterson, Dark Sky Ireland Project Coordinator

clare@leavenotraceireland.org

Clare has extensive experience in both customer services and the tourism sector, as well as credentials as a Leave No Trace Trainer and Mayo Dark Sky Park Ambassador.

Through funding from The Heritage Council, Clare was appointed to the role of Dark Sky Ireland Project Coordinator with Leave No Trace in July 2022, advancing Dark Sky Ireland's strategic goal of raising awareness of light pollution in Ireland and the promotion of responsible lighting practises through education and outreach.

Marine Explorers Education Outreach Team



Jacintha Mullins

Delivering the Explorers Programme in County Limerick

Jacintha Mullins is a primary school teacher, forest school leader, former scuba diving instructor and children's author. She holds a bachelor's degree in fine art, a master of arts in interactive media and a number of postgraduate qualifications including primary teaching, special education, deaf education and school leadership. She joined the Leave No Trace team in September 2022 and currently facilitates workshops in both the Leave No Trace and Explorers programmes for primary schools.



Edmond Aylward

Delivering the Explorers Programme in Counties Mayo, Sligo and Leitrim

A qualified marine biologist from GMIT (now Atlantic Technological University), Ed works as both a Marine Explorers Education Outreach Officer and an Accredited Trainer, delivering Marine education and Leave No Trace training throughout the country. Ed has also completed the Level 6 NFQ Certificate in Nature Animation course in 2022, where he was voted class representative by his peers.



William McElhinney

Delivering the Explorers Programme in County Donegal

William established Wild Strands Ltd a creative Maritime Food Tourism Sustainable Food company to promote the many wonders of seaweed through education, food, tourism, and mindfulness. William has been a registered Heritage Expert for the Heritage in School Programme since 2016. He joined the Leave No Trace team as a Trainer and is a member of the Explorer Education team.



Sorsha Kennedy

Delivering the Explorers Programme in County Mayo

After many years veterinary nursing, Sorsha returned to study Outdoor Education at GMIT Castlebar and continued on to Field Ecology in UCC. Sorsha is involved with the Mayo Irish Whale and Dolphin Group, The Irish Basking Shark Project and Seal Rescue Ireland, reporting sightings and strandings for their important citizen science records. Sorsha has been a Leave No Trace Trainer since 2014.

For school enrolment enquiries, contact:
training@leavenotraceireland.org



Eoin McMahon

Delivering the Explorers Programme in County Wexford

Eoin has been an active Trainer with Leave No Trace since 2014 and qualified as an Advanced Trainer in 2019. He has delivered awareness training for all ages and in various locations around the South of Ireland, together with delivering the Schools programme since its inception, and the Marine Explorers Education Programme to schools in Wexford.



David McCann

Delivering the Explorers Programme in Counties Louth and Donegal

David is a marine biologist and an experienced diver with thousands of hours logged underwater. He has been running outreach and marine awareness programmes for over a decade, most notably in Sabah, Borneo, where he ran a turtle hatchery and rehabilitation unit, shark and coral conservation programmes and championed the Green Fins movement for sustainable and responsible practices in the dive industry.



Atalya Peritz

Delivering the Explorers Programme in Counties Limerick and Louth

Atalya achieved a BSc in Marine Biology from the Florida Atlantic University in 2010, and has a MSc in Coastal and Marine Environments. Atalya has experience in marine research, including mangroves and seagrasses, and has worked one-on-one with children with special needs in a variety of settings (education, community and in the home). Atalya has worked with the Marine Explorers Education Programme since May 2019.



Mairead O'Donovan

Delivering the Explorers Programme in County Sligo

Mairead works in the development and delivery of learning resources for primary and secondary school and adult learners with a focus on ocean literacy and environmental stewardship. She was the Science programme coordinator for The Ocean Race 2021-22.



Board of Directors/Trustees



**Paddy Doherty – Board Chairperson & Trustee
Corporate Management Subgroup**

Years on the Board and Term: 14th Dec 2017 (2nd Term)

Civil Engineer who has had a career of 40 years in transport. He was CEO of Dublin Bus until 2015. He subsequently completed two terms as President of the Chartered Institute of Logistics and Transport



**Emma Fortune – Board Secretary & Trustee
Corporate Management Subgroup**

Years on the Board and Term: 6th Dec 2019 (1st Term)

Board Secretariat and Compliance Manager at Inland Fisheries Ireland (IFI). BA and postgraduate Diploma in Business Studies from Ollscoil na Gaillimhe/University of Galway, a Professional Certificate in Governance at the Institute of Public Administration achieving a first and top of her class.



**Pearl Clarke – Board Treasurer & Trustee
Corporate Management Subgroup**

Years on the Board and Term: 14th Oct 2020 (1st Term)

Commercial executive with financial background and strong customer focus, with a depth of experience in responsibilities for profitability (P&L), running of business, acquiring new business, sales growth, product development and asset sales.



**Pat Neville – Board Trustee & Subgroup Chair
Education and Research Subgroup**

Years on the Board and Term: 14th Dec 2017 (2nd Term)

Communications Manager for Coillte. Before Coillte, he worked briefly with NPWS and held a part time teaching position in the Department of Zoology, University College Dublin.



**Gavin Beetlestone – Board Trustee
Education and Research Subgroup**

Years on the Board and Term: 4th Dec 2018 (2nd Term)

Outdoor Educator for 15 years in varying cultures across Europe, North America and Asia. He is currently working as a Teacher and Head of Department for Character Development and at LEAF Academy, an International school in Bratislava.



**Cormac McCarthy – Board Trustee
Education and Research Subgroup**

Years on the Board and Term: 10th Sept 2020 (1st Term)

Climate & Sustainability Manager with Waterways Ireland. Cormac's background is environmental science, though he also has extensive voluntary board experience in the community sector. Before starting with Waterways Ireland, he worked with Inland Fisheries Ireland to monitor water catchments and investigate environmental incidents.



**Michelle Carey – Board Trustee & Subgroup Chair
Corporate Management Subgroup**

Years on the Board and Term: 8th April 2020 (1st Term)

MBA from Smurfit business school. 12 years of experience working as a Barrister. Areas of practice included judicial review, probate, personal injuries, and property law. Helps contracting positions with the National Vetting Bureau, Financial Services & Pensions Ombudsman and the Commission of Investigation.



**Ben Wood – Board Trustee & Subgroup Chair
Communications and Engagement Subgroup**

Years on the Board and Term: 8th April 2020 (1st Term)

Managing Director of the Europe, Middle East and Africa App Dev team at Google, based in Dublin, with 25 years in sales, marketing, partnerships and business development roles in the publishing and tech industries. He holds a BA (Hons) in History from the University of Leeds.



**Aoibheann Ní Shúilleabháin – Board Trustee
Communications and Engagement Subgroup**

Years on the Board and Term: 4th Dec 2020 (1st Term)

Communications Client Director with the HSE, providing strategic communications advice to clinical and strategic programmes. Aoibheann holds an MSc in Management from Michael Smurfit Business School and has also completed courses in Internal Communications, Event Management and Public Relations, and Project Management.



**Colette Henry – Board Trustee
Communications and Engagement Subgroup**

Years on the Board and Term: 2nd Feb 2021 (1st Term)

Strategic Communications Director and Sustainability Lead in Droga5 Dublin | Accenture Song, where she leads the strategy across several accounts. She has completed a Postgrad in Management for Sustainable Development at DCU (2021) and also holds an MSc in Social Cognition from University College London and an MSC in Advertising from TU Dublin.



**Daragh Anglim – Board Trustee
Communications and Engagement Subgroup**

Years on the Board and Term: 4th Dec 2020 (1st Term)

Head of Impact and Brand at Broadlake, working across their portfolio of international and domestic business. A strategic leader with experience in both the public and private sector, over the last 25 years he's worked with some of the world's leading brands in established and emerging industries.



**Fiona Hannon – Board Trustee
Corporate Management Subgroup**

Years on the Board and Term: 16th Oct 2018 (2nd Term)

Head of Regulation SSE Ireland, covering the Republic of Ireland and Northern Ireland. Fiona holds a M.A. in geography and focused on the destruction of archaeological monuments in the Bell Harbour region of Clare for her thesis. Retired from the Board in November 2022.

Annual Board Review

The Board reviews its effectiveness each year through its skills audit and this process is initiated by the Chair and conducted by an independent Auditor. The purpose is to identify any gaps in knowledge or experience on the Board and to aid in the selection of new Board members. The results of the review were very positive. Overall the Board Directors gave a score of 90%, the two key areas they wished progress were Learning and Development for the Board Trustees, and allocating specific time to deal with technical or strategic matters, given that the organisation is in a period of sustained growth.

Management

Leave No Trace Ireland is managed by a voluntary Board of Directors and the Executive. Members of the Board of Directors, all of whom are voluntary and do not receive remuneration, are drawn from diverse backgrounds and bring a broad range of experience and skills to the Board's deliberations. Leave No Trace Ireland's CEO is not a member of the Board.

In line with the Articles of Association and Memorandum of Understanding, the number of Directors shall not be less than eight or more than twelve. Board members can serve a period not exceeding a term of three years subject to a maximum period of three three-year terms not exceeding in aggregate nine years, after which they must retire. The Board is empowered to co-opt new members to meet specific requirements, as well as to fill any ad-hoc vacancies. Any co-opted Directors hold office until the next AGM after which time they are either re-appointed or retire from their position.

Fiona Hannon announced she would be taking a leave of absence at the Q1 meeting and since resigned her position at the November Board meeting meeting.*

Board Meeting Attendance

Board Director/Trustee	No. Attended / No. Eligible	Terms Served	Areas of Expertise
Paddy Doherty	6/6	2	Finance, Risk, Strategy, HR
Emma Fortune	5/6	1	Corporate Management
Pearl Clarke	5/6	1	Finance, Accounting
Michelle Carey	5/6	1	Legal
Pat Neville	6/6	2	Research, Communications
Gavin Beetlestone	3/6	2	Education, Training
Cormac McCarthy	5/6	1	Heritage, Education
Ben Wood	5/6	1	Marketing, Corporate sales
Aoibheann Ní Shúilleabháin	4/6	1	PR Campaigns, Marketing
Colette Henry	5/6	1	Stakeholder Engagement
Daragh Anglim	5/6	1	Marketing, Stakeholder engagement
Fiona Hannon	1/6*	2	Compliance

Selection and Induction of Board Members

In the recruitment of Directors, a recruitment post is circulated via Boardmatch Ireland. Candidates are interviewed by the Director leading HR and Board Chair, in some instances this may be the same Director, as well as by the CEO who reports to the Corporate Management Subgroup for approval. If approved, the individual is nominated to the Board.

All new Board members attend an induction course shortly after appointment to familiarise themselves with their statutory responsibilities, their role as Board members, the Leave No Trace Ireland governance framework and risk environment. Once appointed, Board members serve for a fixed period of three years.

In all cases Board induction is scheduled to take place before attendance at the first meeting. Induction is the responsibility of the Chairperson and the CEO and involves a face-to-face training session either online or in person. A new Director is also furnished with an induction pack with all key documents. All Board members are given a copy of the Conflict-of-Interest Policy and are required to sign an up-to-date Conflict of Interest Declaration and Code of Conduct at the beginning of each year. Board members are also asked to declare any Conflicts of Interest at the beginning of each Board meeting which is a standing agenda item. Throughout the year training opportunities for Directors are shared via email and Directors are encouraged to avail of training available.

Subgroup Committees of the Board

Board members have additional responsibilities in relation to subgroups. There are three subgroups which deal with specific aspects of the organisation's business which are outlined in the Terms of Reference for each Subgroup. These include:

- Corporate Management Subgroup
- Communications and Engagement Subgroup
- Education and Research Subgroup

The Chair of each Subgroup is appointed by the Board Chairperson. All Board Directors can be members of the Subgroups with each Subgroup having a minimum of two Board members. External individuals may be invited to join based on their skills and/or experience.

Corporate Management Subgroup Committee

The Corporate Management Subgroup is responsible for ensuring financial accountability and ensuring full compliance and transparency of the organisation.

The Corporate Management Subgroup has the primary authority for the management of Leave No Trace Ireland's operations and strategic policy implementation, subject to policies approved by the Board. The Subgroup also monitors and reviews the financial performance of the organisation.

CAE: Communications and Engagement Subgroup Committee

The Communications and Engagement Subgroup's purpose is to develop and oversee the organisation's communications and engagement programme, and to provide advisory assistance to the Board and staff of Leave No Trace Ireland.

The CAE is also responsible for supporting the implementation of Leave No Trace Ireland's operational work plans and the priorities outlined in the Strategic Plan 2021-2024.

ERG: Education and Research Subgroup

The aim of the Education and Research Subgroup is to provide advisory services to develop the Leave No Trace Ireland education and research programme. This Subgroup met six times during 2022.

Subgroup Committee Meeting Attendance

Each subgroup met four times throughout 2022, once each quarter.

- There were two additional interim CAE Meetings, one to discuss the development of Love This Place, and another to workshop the Membership Review.
- There were two additional interim ERG meetings one to discuss the strategy of the ERG and the second was a workshop for developing the Educational Framework.

The 2022 attendance of eligible subgroup members was as follows:

Corporate Management

Position in Leave No Trace	Subgroup Member	No. Attended / No. Eligible
Chairperson of Corporate Management Subgroup	Michelle Carey	4/4
Director, Board Chairperson	Paddy Doherty	4/4
Director, Board Secretary	Emma Fortune	3/4
Director, Board Treasurer	Pearl Clarke	4/4
Director	Fiona Hannon*	1/4
CEO	Maura Kiely	4/4
Subgroup Clerical Secretary	Tracey Kenny	4/4
Accountant	Imelda Smith	2/3

Communications and Engagement (CAE)

Position in Leave No Trace	Subgroup Member	No. Attended / No. Eligible
Chairperson of CAE subgroup	Ben Wood	4/6
Director	Daragh Anglim	5/6
Director	Aoibheann Ní Shúilleabháin	6/6
Director	Colette Henry	6/6
CEO	Maura Kiely	5/6
Subgroup Clerical Secretary	Grace Fox	5/5
Staff Support	Rachel Shawe	4/6
Staff Support	Dr Noel Doyle	6/6
Staff Support	Tracey Kenny	3/6

Education and Research Subgroup (ERG)

Position in Leave No Trace	Subgroup Member	No. Attended / No. Eligible
Chairperson of ERG	Pat Neville	5/6
Vice-chair of ERG	Gavin Beetlestone	4/6
Director	Cormac McCarthy	5/6
Leave No Trace Trainer	Martina Killian	4/6
Subgroup Member	Dr Richard Thorn	5/6
Subgroup Member	Pauline Jordan	2/6
Subgroup Member	Matthew Millar	3/6
CEO	Maura Kiely	6/6
Subgroup Clerical Secretary	Padraic Creedon	6/6
Staff Support	Dr Noel Doyle	6/6
Staff Support	Rachel Shawe	5/6
Staff Support	Eithne Larkin	1/1

Eithne Larkin resigned from the Leave No Trace Ireland and the ERG on the 25th of January.
 Pauline Jordan resigned at the meeting on the 8th of November.
 Dr Richard Thorn announced a leave of absence at the 8th November meeting.

Reporting

The CEO reports directly to the Board. Board meeting agendas are planned between the Chairperson and the CEO. A Board report, which is comprised of the agenda item documents, is prepared by the CEO and submitted one week in advance of the Board meetings.

Organisational information gathering systems have been established to ensure that the Board reports contain accurate and relevant information.

The Board report follows a prescribed format with key standing agenda items such as the CEO's report, management accounts, compliance checklists, and subgroup meeting minutes. The Board papers report against performance objectives set by the Board and focuses on strategic developments and impacts, as well as difficulties and risks. The reports of each subgroup are approved by the relevant group in advance of the Board meetings.

Decision Making

The Board has the following matters specifically reserved for its decision:

- Approval of the Company's Strategic Plan, Annual Work Plan and budgets
- Major investments and capital projects, delegated authority levels, financial and risk management policies
- Oversight and approval of procurement contracts
- Approval of all organisational policies including but not limited to governance, risk, staffing, financial, child protection, data protection and health and safety
- Appointment/removal of Subgroup Chairs and members
- Final appointment and approval of the Auditors
- Approval of the Annual Reports and Accounts
- Approval of new staff positions, appointment of senior staff, including the CEO
- Appointment, remuneration and assessment performance of the CEO
- Approval of changes to membership, membership categories and rates
- Membership and endorsement of external campaigns or initiatives
- Litigation
- Accepting ultimate responsibility for the actions of Leave No Trace Ireland and its people

There are clear distinctions between the roles of the Board of Directors and the Executive Management Team to which day-to-day management is delegated. The Board delegates authority on certain duties and responsibilities to sign legal documents, contracts for services and funding contracts to the CEO. Matters such as policy, strategic planning, and budgets are drafted by the Executive Management Team for consideration and approval by the Board, who then oversee and monitor implementation.

Legal Compliance

The Governance Handbook commits Leave No Trace Ireland to ensure that the Board and management comply with relevant legal and regulatory requirements and that appropriate internal financial and risk management controls are in place. Leave No Trace Ireland is fully tax compliant and has an up-to-date Tax Clearance Certificate from Revenue.

In 2022, Leave No Trace Ireland submitted its 2021 Annual Report to the Charities Regulator, its reports under the Legal Compliance Lobbying Register and returns for the Companies Registration Office on time. The organisation implemented recommendations from its audit which reviewed the organisation's Complaints Policy, Communications Policy, and Media Management Policy.

The audit was conducted by a Sport Ireland representative. Leave No Trace Ireland, being both a charity and a company limited by guarantee, is also registered with the national Register of Beneficial Ownership which outlines its Directors of the Board. This is in compliance with Article 30(1) of the EU's Fourth Anti-Money Laundering Directive (4AMLD).

Governance Code

The Memorandum of Understanding and Articles of Association of Leave No Trace Ireland are the organisations founding documents. It provides for a membership-based organisation, registered in Ireland, limited by guarantee with a governing Board of Directors.

Leave No Trace Ireland's Board of Directors is committed to maintaining high standards of corporate management and has taken action to ensure that the organisation is fully compliant with the principles outlined in the Charities Governance Code issued by the Charities Regulator of Ireland.

Leave No Trace Ireland's Governance Handbook sets out the organisation's governance policies, procedures and practices to ensure that the organisation uses transparent decision-making to direct its resources and exercise power in an effective and accountable way. This includes a Trustee Handbook for Directors. All Annual Reports and Financial Statements are readily available on the governance section of the website.

Part of Leave No Trace Ireland's good governance process includes yearly Board performance reviews which are enabled by an independent facilitator. Findings from the review are addressed through the work of the executive and Board meetings.

The organisation identified itself as a complex charity and adheres to the additional standards outlined in the Code.

SORP Financial Statements

Leave No Trace Ireland ensured full compliance with the charities SORP was met.

Triple Lock

Leave No Trace Ireland achieved 'Triple-Lock' status in 2022 from the Charities Institute Ireland, which demonstrates our commitment to best practice in all aspects of good governance, transparency, and fundraising. A review of the organisation's compliance with the principles of each Code is conducted on an ongoing basis.

Stakeholder Engagement

Through our education, research and membership activities we coordinate consistent strong stakeholder engagement with our members which is the cornerstone of our work. Underpinning all of Leave No Trace Ireland's partnerships and stakeholder engagement with people and organisations who share our vision is our commitment to promote diversity, inclusion, and collaboration in all of our activities, plans and programmes.

We bring communities together, empower them to make good decisions in the outdoors and provide them with the skills, knowledge and experience to influence, shape and participate in decision-making processes on responsible outdoor recreation for the benefit of the whole of society.

At the national level in the Republic of Ireland Leave No Trace Ireland sit on Comhairle na Tuaithe (the Countryside Council) and in Northern Ireland the National Outdoor Recreation Forum (NORF) where contributions to national outdoor recreation policies are made. Throughout 2022 six CPD sessions were run for the accredited training network and in 2022 Leave No Trace Ireland have established a new Core Member Network to bring together its key stakeholders to explore collaborative opportunities.

Remuneration and Performance Management

All staff performance reviews are carried out on an annual basis. The CEO conducts staff performance reviews and the Chairperson of the Board has responsibility for carrying out the performance review of the CEO. A learning and development structure is in place to support all staff as part of the performance review process.

Each year the CEO and staff remuneration packages are agreed and approved by the Board. The CEO's remuneration package in 2022 was €68,000.

Plans for the Future

As we look ahead, we will continue to pursue the ambitious agenda that is set out in our Strategic Plan.



National Outdoor Recreation Strategy

A key role for Leave No Trace in 2023 and beyond will be supporting the implementation of the National Outdoor Recreation Strategy. We'll continue to build our partnerships and engagement with stakeholders, actively contributing to the work of Comhairle na Tuaithe in the south and the National Outdoor Recreation Forum in Northern Ireland.

Financial Sustainability & Good Governance

The Board will continue to work to ensure and enhance the financial sustainability of the organisation, targeting unrestricted core funding, maintaining the capacity to grow and develop our range of activities and services to meet the growing demand.

We will work towards growing our membership of outdoor advocates. Enhanced collaboration and learning will allow us to seek further opportunities for tailored funding for programming, research and learning that aligns with our strategic priorities.

2023 will see the implementation of a Customer Relationship Management (CRM) system for the first time. This will revolutionise our way of working, improving efficiencies and build further engagement with our membership.

We'll ensure ongoing good governance practices and undertake a mid-term review of the strategic plan. Priorities for the Board and CEO have been set for both the short and long-term.

Building Capacity

We will continue our focus in 2023 on putting people at the heart of what we do and to supporting an agile and resilient organisation. To embed a culture of empowerment and accountability in the organisation there will continue to be training opportunities, development of new policies and role definitions. In 2023, we have appointed a HR lead who lead the role out of the Investors in People standard for Leave No Trace.

Growing Advocacy

A review of the 7 Principles of Leave No Trace in relation to national policies and laws is a large piece of work is the currently underway and will continue into 2023. We'll also continue to coordinate the interagency Love This Place Campaign, bringing the message of care and respect for our outdoors spaces to all.

We will continue our progress towards implementation of our strategic priorities and delivering an accessible, effective national framework that is easily utilised by multiple stakeholders across Ireland.

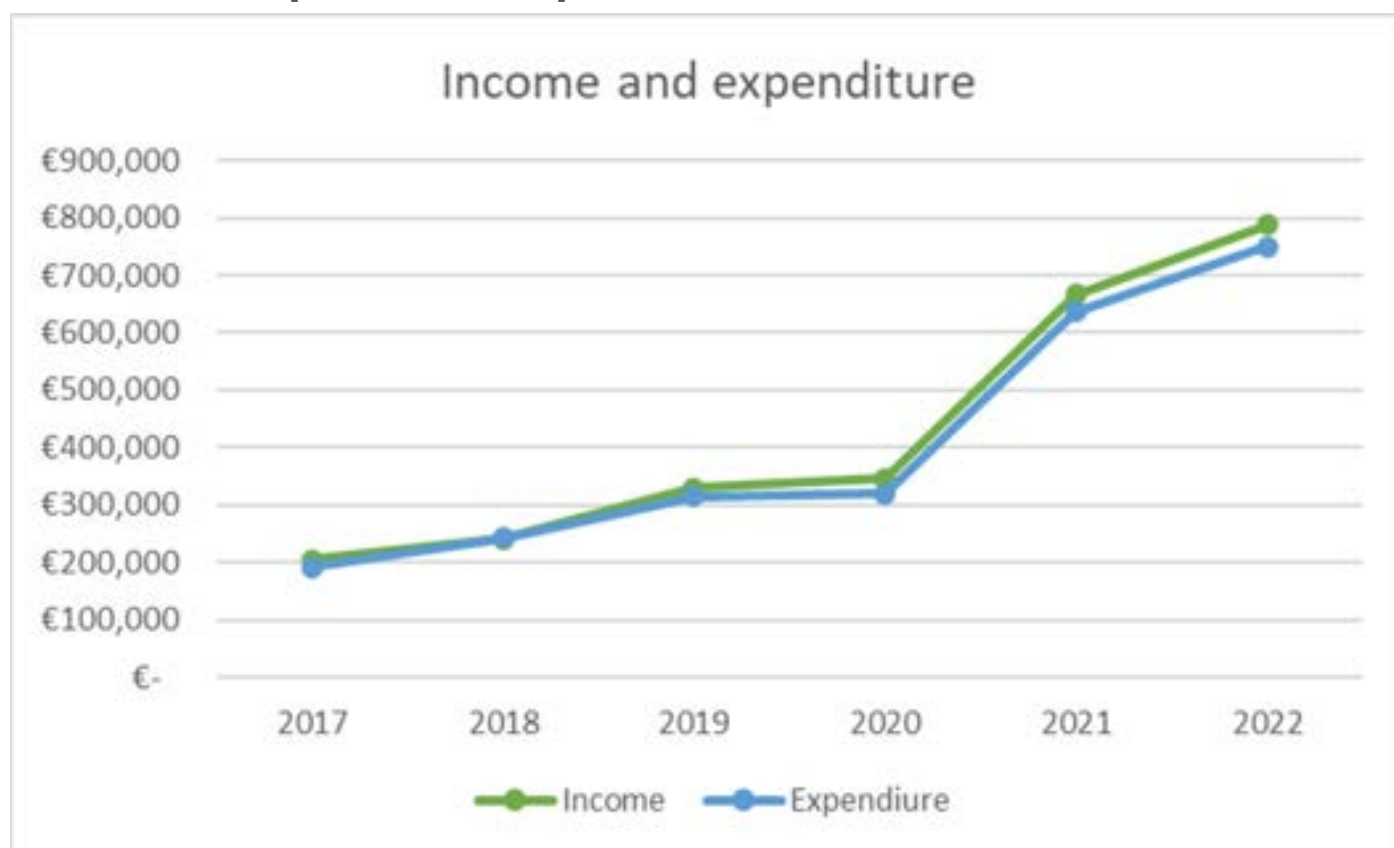
6. Financial Review

Introduction

In 2022 Leave No Trace had a total income of €792,532, which was an increase of 19% on the 2021 income. Our expenditure was €752,268 an increase of 18% on the 2021 expenditure.

The surplus generated in 2022 of €40,264 reflects a combination of additional funding and cost savings. Although expenditure has increased, 2022 was a low baseline and savings continued to be made on reduced costs of meetings, events and travel.

Income and Expenditure Graph 2017 – 2022



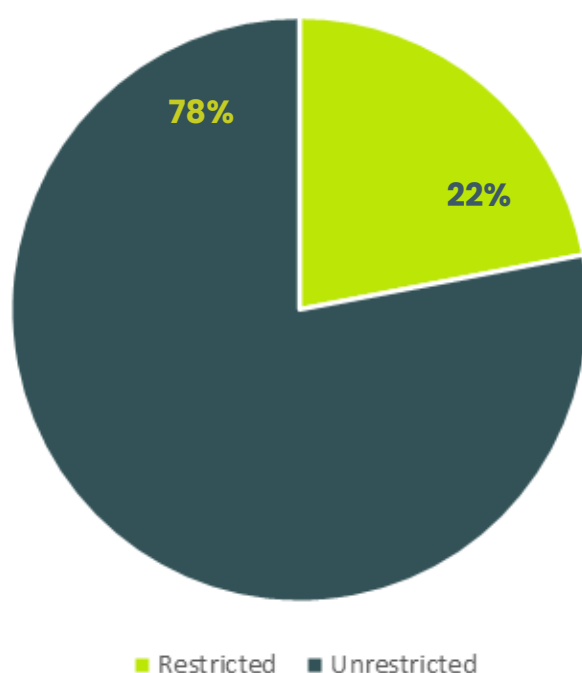
Financial Outcome

Income 2022

The financial outcome for 2022 is set out in the statement of financial activities. 2022 was a good year with turnover of €792,532 up 19% on 2021. This growth was driven by increases in Charitable Activities such as the Heritage Council Grant, IEN Grant, The National Public Awareness Campaign and a focus on Corporate programmes to deliver our core strategic objectives for 2022.

- Donations and Legacies income was €106,137 (2021: €142,533)
- Charitable Activities income was €686,395 (2021: €478,587)
- Other income was €Nil (2021: €44,908)

Graph 1: Incoming Resources 2022



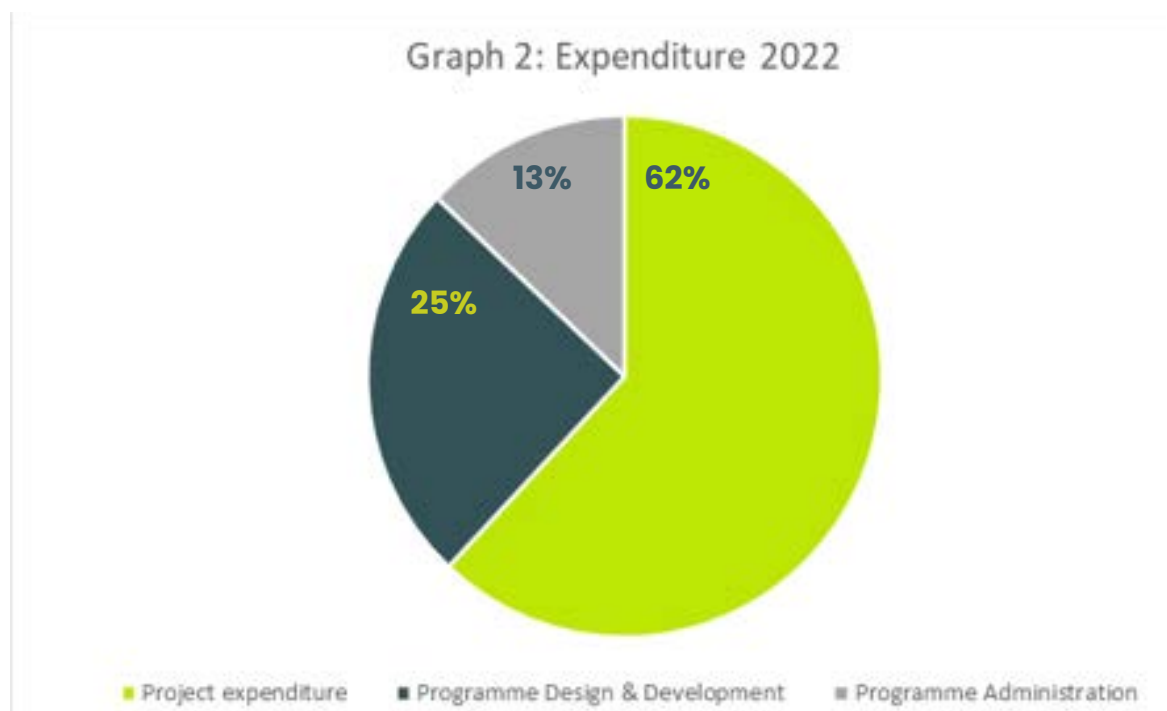
INCOMING RESOURCES 2022

- Restricted funds: €175,272 (2021: €292,562) – decrease of 40%
- Unrestricted funds: €617,260 (2021: €373,466) – a growth of 65%

Leave No Trace Ireland operates a complex model with a high number of revenue streams. It is principally a service-based organisation requiring a high skills-based team to drive and deliver programmes. Therefore, it has been important for the organisation to have talent management in place with the recognition of a shortfall on resources with a further need to invest in research, education and communications roles. In parallel to this, there is also a recognition the organisation requires an expansion of its offices to facilitate increased staffing and operations together with further investment in its IT infrastructure e.g. a CRM and Website.

Expenditure 2022

The total expenditure for 2022 was €752,268 up from €636,315 in 2021, an increase by 18% which was in line with the growth of income. Several projects had high associated costs, but with having a full-time in-house accounting resource for the first time this year it is expected improved analysis of project income and expenditure will provide a better picture of the return on investment on projects.



EXPENDITURE ON CHARITABLE ACTIVITIES 2022

1. Project expenditure was: €458,571 (2021: €450,195)
2. Expenditure for the design and development of new programmes and projects including membership was €184,747 (2021: €32,400)
3. The cost of programme administration was €95,069 (2021: €148,720)

Expenditure Breakdown:

Restricted: €177,696 (2021: €315,981) – a decrease of 44%

Unrestricted: €560,692 (2021: €315,334) – an increase of 78%

In summary, the expenditure for the design and development of new programmes and projects including memberships increased significantly. The major elements in 2022, as with previous years, were staffing costs related to member services, training, information provision, research and advocacy for the sector and the implementation of the National Public Awareness programme. For 2023 there is expected to be a further growth in Memberships, the addition of new grants and the further development of fundraising for corporates.

The net surplus has remained stable and there is an upward trend in recent years meaning the reserves are increasing by €40,264.

Policy for Holding Reserves

The Leave No Trace Ireland Board has a reserve policy to ensure that the charity's core activities could continue during a period of unforeseen difficulty. This takes account of the cost of an emergency, risks associated with variances in planned income versus expenditure and the charity's contractual commitments. The Chief Executive and the Treasurer monitor the reserve on a quarterly basis by reviewing the management accounts. The reserve policy is constantly under review. Leave No Trace Ireland must carry a minimum of six months of operating costs in a readily realisable form. In 2022 as per the financial audit recommendations the organisation sought to grow its reserves. In 2022 Leave No Trace Ireland increased its reserves by €40,264. To address the shortfall in reserves the Board had a targeted fundraising plan in place. There is an update at each Board meeting on the progress to address the shortfall in reserves.

Challenging Increased Costs

Associated risk of exposure to inflation with increased costs in travel and accommodation remains a continuing challenge for the organisation. This can restrain our ability to deliver our core programmes, which in turn reduces our ability to achieve all our strategic goals. As a result, the organisation has added the exposure to inflation to the risk register and it is monitored on a continual basis by the Corporate Management subgroup. The need for travel was and continues to be considered on a case-by-case basis and virtual attendance is chosen where possible. As part of the membership review it was decided to increase prices in line with inflation for 2023. The return on investment for all projects is a focus of the organisation and costs will be reviewed annually.

Increasing Core Funding

Securing funding to allow Leave No Trace to deliver its core programmes has been a challenge.

Increased core funding would allow Leave No Trace to increase its internal capacity. There is a need to increase internal capacity as the organisation grows. In order to recruit new staff members we need to increase our unrestricted funding.

In 2022 core Funding was added to the risk register and opportunities for increasing core funding were continually monitored by the Corporate Management subgroup. Leave no Trace targeted funding applications and large grants. Leave No Trace also worked to secure with new core members and expanded our corporate services programme.

Investment in People and IT

The organisation acknowledges with increased core funding there also is a need to invest in additional resources in research, education and communications roles in 2023. The organisation will also be investing in IT with a new CRM and website upgrades. There is also an acknowledgement there needs to be further investment in the organisations accounting package to facilitate meeting SORP accounting requirements going forward. This will be completed in 2023.

7. Other Matters



EVENTS SINCE THE BALANCE SHEET DATE

There have been no events since the balance sheet date, which necessitate revision of the figures included in the financial statements or require inclusion of a note thereto.

ACCOUNTING RECORDS

The directors acknowledge their responsibilities under Sections 281 to 285 of the Companies Act 2014 to keep adequate accounting records for the company. In order to comply with the requirements of the act, a full time accountant is employed. The accounting records of the company are maintained at the Leave No Trace Ireland office at Castlebar Street, Westport, Co. Mayo, F28 KD63.

STATEMENT ON RELEVANT AUDIT INFORMATION

In accordance with Section 330 of the Companies Act 2014: 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 auditor in connection with preparing its report, of which the auditor is unaware; and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the auditor is aware of that information.

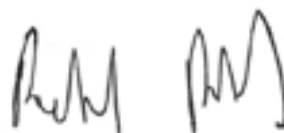
GOING CONCERN

Based on the results for the year, the year-end position and the approved funding for 2023, the board believes that the charity has adequate resources to continue in operational existence for the foreseeable future (at least twelve months from the date of approval of the financial statements for 2022).

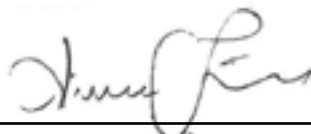
AUDITORS

In accordance with Sections 383(2) of the Companies Act 2014, the auditors, O'Malley & Company, have indicated their willingness to continue in office.

The report was approved by the board on 26th May 2023 and signed on its behalf by:



Paddy Doherty – Director



Emma Fortune – Director

Date: 26th May 2023

8. Statement of Directors' Responsibilities



Statement of Directors' Responsibilities for the Members' Financial Statements

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable Irish law and regulations.

Irish Company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with Companies Act 2014 and accounting standards issued by the Financial Reporting Council, including FRS 102 'The Financial Reporting Standard applicable in the UK and Ireland' (Generally Accepted Accounting Practice in Ireland). Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the surplus or deficit of the company for the financial year and otherwise comply with the Companies Act 2014. In preparing these financial statements, the directors are required to:

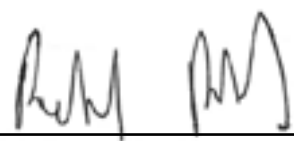
- select suitable accounting policies and then apply them consistently;
 - make judgements and accounting estimates that are reasonable and prudent;
 - state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards;
- and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors confirm that they have complied with the above requirements in preparing the financial statements.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain, and record the transactions of the company, enable at any time the assets, liabilities, financial position and surplus or deficit of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors' report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

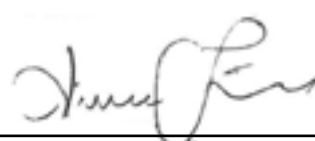
The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Signed on behalf of the board:



Paddy Doherty
Director

Date 26th May 2023



Emma Fortune
Director

Date 26th May 2023

Independent Auditors' Report

Opinion

We have audited the financial statements of Leave No Trace (Ireland) for the year ended 31st December 2022 which comprise of the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and the related notes to the financial statements including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is Irish law and FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (Generally Accepted Accounting Practice in Ireland).

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31st December 2022 and of its surplus/(deficit) for the year then ended; and
- have been properly prepared in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standards for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the Provisions Available for Small Entities, in the circumstances set out in note 25 to the financial statements and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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.

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 company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

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

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion 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 such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in 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 in this regard.

Opinions on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- In our opinion, the information given in the directors' report is consistent with the financial statements;
- and
- In our opinion, the directors' report has been prepared in accordance with the Companies Act 2014

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Responsibilities of directors for the financial statements

As explained more fully in the Directors' Responsibilities Statement set out on page 68, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and 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 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 management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditor's 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 auditor's 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 (Ireland) 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.

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgement and maintain professional scepticism throughout the audit. We also;

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of Internal Control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material

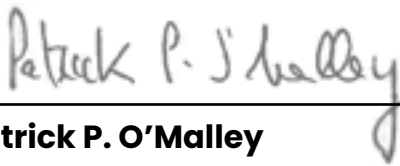
uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statement represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in Internal Control that we identify during our audit.

The purpose of our audit work and to whom we owe our responsibilities

Our objectives are to obtain reasonable assurance about the financial statements. Our report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Patrick P. O'Malley

for and on behalf of:

O'Malley & Company,
Chartered Accountants
and Statutory Audit Firm,
Chapel Street,
Castlebar,
Co. Mayo,

Date 26th May 2023

Statement of Financial Activities (Including An Income and Expenditure Account) for the year ended 31st December 2022

	Notes	Unrestricted Funds €	Restricted Funds €	Total 2022 €	Total 2021 €
Income and Endowments from:					
Donations and Legacies	4	106,137	-	106,137	142,533
Charitable Activities	4	511,123	175,272	686,395	478,587
Other Income	4	-	-	-	44,908
Total Income		617,260	175,272	792,532	666,028
Expenditure on:					
Raising Funds	6	13,880	-	13,880	5,000
Charitable Activities	6	560,692	177,696	738,388	631,315
Total Expenditure		574,572	177,696	752,268	636,315
Net Income/(Expenditure) before Transfers		42,688	(2,424)	40,264	29,713
Transfers					
Transfers between Funds	18	(2,424)	2,424	-	-
Net Movement in Funds	18	40,264	-	40,264	29,713
Reconciliation of Funds					
Total Funds Brought Forward		118,458	-	118,458	88,745
Total Funds Carried Forward		158,722	-	158,722	118,458

The statement of financial activities has been prepared on the basis that all operations are continuing operations.
There are no recognised surpluses and deficits other than those recorded in the statement of financial activities.

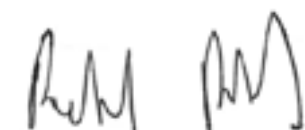
The notes on pages 79 to 99 form an integral part of these financial statements.

Balance Sheet

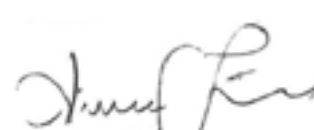
as at 31st December 2022

		2022	2021
	Notes	€	€
Fixed Assets			
Tangible assets	9	5,157	11,059
Current Assets			
Debtors	10	60,795	78,082
Cash at bank and in hand	11	280,262	355,908
		341,057	433,990
Creditors			
Amounts falling due within one year	12	(187,492)	(326,591)
		153,565	107,399
Net Assets		158,722	118,458
Represented by:			
Unrestricted funds		158,722	118,458
Total Charity Funds	18	158,722	118,458

The financial statements were approved by the Board on 26th May 2023 and signed on its behalf by:



Paddy Doherty
Director



Emma Fortune
Director

The notes on pages 79 to 99 form an integral part of these financial statements.

Statement of Cashflows

for the year ended 31st December 2022

	2022 €	2021 €
Cash Flows from Operating Activities		
Net movements in funds for the financial year	40,264	29,713
Adjustments for:		
Depreciation	8,730	8,087
Decrease/(increase) in debtors	17,287	(42,568)
(Decrease) in creditors	(124,123)	(69,448)
Net Cash from Operating Activities	(57,842)	(74,216)
Cash flows from investing activities		
Purchase of tangible fixed assets	(2,828)	(860)
Net Cash from Investing Activities	(2,828)	(860)
Cash Flows from Financing Activities		
Repayment of borrowings	(14,977)	(55,888)
Proceeds from short-term borrowing	–	55,564
Net Cash used in Financing Activities	(14,977)	(324)
Net Increase/(Decrease) in Cash and Cash Equivalents	(75,647)	(75,400)
Cash and cash equivalents at 1st January 2022	355,908	431,308
Cash and Cash Equivalents at 31st December 2022	280,261	355,908

The notes on pages 79 to 99 form an integral part of these financial statements.

Statement of Changes in Funds for the year ended 31st December 2022

	Statement of Financial Activities €	Total Funds €
Balance at 1st January 2021	88,745	88,745
Surplus/(Deficit) for the year	29,713	29,713
Balance at 31st December 2021	<u>118,458</u>	<u>118,458</u>
Balance at 1st January 2022	118,458	118,458
Surplus/(Deficit) for the year	40,264	40,264
Balance at 31st December 2022	<u>158,722</u>	<u>158,722</u>

The notes on pages 79 to 99 form an integral part of these financial statements.

Notes to the Financial Statements for the year ended 31st December 2022

1. Accounting Policies

General Information

Leave No Trace (Ireland) is a company limited by guarantee and is a public benefit entity incorporated in Ireland with a registered office at C/O Sport Ireland, The Courtyard, National Sports Campus, Snugborough Road, D15 PN0N. The objectives of the company are charitable in nature and it has been granted charitable tax exemption under Sections 207 and 208 of the Taxes Consolidation Act 1997, Charity No. CHY 20657 and is registered with the Charities Regulatory Authority (No. 20082178).

The financial statements have been prepared in accordance with Charities SORP (FRS 102) "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102). The nature of the charity's operations and its principal activities are set out in the Directors' Report.

In accordance with section 1180(8) of the Companies Act 2014, the company is exempt from using the word 'Limited' in its name.

The principal accounting policies are summarised below. They have all been applied consistently throughout the year and the preceding year.

Basis of Preparation

The financial statements are prepared on the going concern basis, under the historical cost convention. The financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' issued by the Financial Reporting Council. The financial statements have also been prepared in accordance with Statement of Recommended Practice (SORP) FRS 102 'Accounting and Reporting by Charities' effective 1 January 2019, as published by the Charity Commission for England and Wales and the office of the Scottish Charity Regulator which is recognised by the UK Financial

Reporting Council (FRC) as the appropriate body to issue SORP's for the charity sector in the UK. The charity has applied the Charities SORP on a voluntary basis as its application is not a requirement of the current regulations for charities registered in the Republic of Ireland but financial reporting in line with SORP is considered best practice for charities in Ireland.

As permitted by the Companies Act 2014, the charity has invoked the true and fair view override with regard to the profit and loss format in Schedule 3 of the Companies Act 2014 as permitted in Section 3.4 of FRS 102 and Section 291(5) of the Companies Act 2014.

The financial statements are prepared in Euro which is the functional currency of the company.

Fund Accounting

The following funds are operated by the Charity:

Restricted Funds

Restricted funds are those received for use in a particular area or for specific purposes as laid down by the donor/grantor, the use of which is restricted to that area or purpose and the restriction means that the funds can only be used for specific projects or activities. Expenditure is treated as having been made out of restricted funds to the extent that it meets the criteria specified by the donor/grantor.

Unrestricted Funds

Unrestricted funds are general funds that are available for use at the boards' discretion in furtherance of any of the objectives of the charity and which have not been designated for other purposes. Such funds may be held in order to finance working capital or capital expenditure.

Income

Income is recognised in the Statement of Financial Activities (SOFA) where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Income is categorised under the following headings:

Donations and legacies

Donations and legacies include all income received by the charity that is, in substance, a gift made to it on a voluntary basis. Donations and legacies are credited to income in the period in which they are receivable. Donations and legacies received in advance for specified period are carried forward as deferred income. Income from donations and legacies includes:

- donations and gifts made by individuals and corporations; and
- membership subscriptions and sponsorships where these are, in substance, donations rather than payments for goods or services.

Income from charitable activities

The charity receives various grants in respect of certain projects. Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received, and the amount can be measured reliably.

If entitlement is not met, then these amounts are carried forward as deferred income.

Other income

Income from all other sources is recognised when received.

Other income includes funding received under the Temporary Wage Subsidy Scheme – TWSS and the Employment Wage Subsidy Scheme – EWSS as both represent the assistance by government in the form of resources to the charity in return for past or future compliance with specifying conditions relating to the operating activities of the charity. The income received under both Wage Subsidy Schemes is treated as 'Restricted Income'.

Donated Services and Facilities

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met and the receipt of economic benefit from the use by the charity of the item is probable and can be measured reliably. Donated services and facilities are measured and included in the financial statements on the basis of the value of the gift to the charity. A corresponding amount is then recognised in expenditure in the period of receipt. There was no donated service and facilities during the year ended 31st December 2022.

Gifts of assets are included in income at a reasonable estimate of their value, at the date received. These assets are treated as either tangible fixed assets or current assets depending on whether the gift is to be disposed of or retained for use by the charity.

The charity benefits greatly from the involvement and enthusiastic support of many of its volunteers. In accordance with the Charities SORP (FRS102) the economic contribution of its volunteers is not recognised in the financial statements.

Expenditure

Expenditure is recognised when there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measure reliably.

Expenditure is classified under the following headings:

Costs of raising funds

Costs of raising funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Expenditure on charitable activities

Expenditure on charitable activities includes the costs incurred in undertaking the various activities which are performed for the benefit of Leave No Trace (Ireland)'s beneficiaries including those support costs and costs relating to the charity apportioned to charitable activities.

Other expenditure

Other expenditure represents those items not falling into the categories above.

Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. The basis on which support costs have been allocated is set out in note 1.

Governance costs are defined as costs related to the general running of the Leave No Trace (Ireland) as an entity as opposed to the direct management functions inherent in generating funds, and include audit and accountancy and legal and professional fees.

Employee Benefits

The company provides a range of benefits to employees paid holiday arrangements and defined contribution pension plans.

(i) Short term benefits

Short term benefits, including 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 plans

The company operates a defined contribution pension scheme. Retirement benefit contributions are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme. The assets are held separately from those of the company in a separately administered fund. Differences between the amounts charged in the income and expenditure account and payments made to the retirement benefit scheme are treated as assets or liabilities.

Taxation

No charge to current or deferred taxation arises as the charity has been granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997, Charity No CHY 20657.

Tangible Fixed Assets

Tangible Fixed Assets are stated at cost or valuation, net of depreciation and any allowance for impairment. Cost includes all costs that are directly attributable to bringing the asset into working condition for its intended use.

Depreciation

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost, less estimated residual value, of each asset on a straight line basis over its estimated useful life, as follows:

Furniture, Fittings & Equipment
- 25% Straight Line

The company's policy is to review the remaining useful economic lives and residual values of equipment on an on-going basis and to adjust the depreciation charge to reflect the remaining estimated useful economic life and residual value.

Derecognition

Tangible fixed 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 Financial Activities.

Impairment

Assets, other than those measured at fair value, are assessed for indicators of impairment at each balance sheet date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Financial Activities as described below

An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced to below its carrying amount. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the Statement of Financial Position date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated at the rates of exchange ruling at the date of the transaction. Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rate at the date when the fair value was determined. The resulting exchange differences are dealt with in the Statement of Financial Activities.

Leasing

Operating lease payments are charged to the Statement of Financial Activities in the period in which they relate.

Trade and Other Debtors

Trade and other debtors are recognised initially at transaction price (including transaction costs) unless a financing agreement exists, in which case they are measured at amortised costs less any provision for impairment.

A provision for impairment of trade debtors is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of the agreement.

Prepayments are valued at the amount prepaid net of any discounts due.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand and demand deposits.

Trade and Other Creditors

Trade creditors are measured at invoice price, unless payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate. In this case the arrangement constitutes a financing transaction and the financial liability is measured as the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Provisions are recognised when the company 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.

Deferred Income

The charity recognised deferred income where the terms and conditions have not been met or uncertainty exists as to whether the charity can meet the terms or conditions otherwise within its control, income is then deferred as a liability until it is probable that the terms and conditions imposed can be met.

Some of the grants received are subject to performance related conditions or time periods. When these performance related or other conditions are met the deferred income is released to income in the Statement of Financial Activities.

Provisions

Provisions are recognised when the entity has an obligation at the reporting date as a result of a past event; it is probable that the entity will be required to transfer economic benefits in settlement and the amount of the obligation can be estimated reliably. Provisions are recognised as a liability in the and the amount of the provision as an expense.

Provisions are initially measured at the best estimate of the amount required to settle the obligation at the reporting date and subsequently reviewed at each reporting date and adjusted to reflect the current best estimate of the amount that would be required to settle the obligation. Any adjustments to the amounts previously recognised are recognised in profit or loss unless the provision was originally recognised as part of the cost of an asset. When a provision is measured at the present value of the amount expected to be required to settle the obligation, the unwinding of the discount is recognised in finance costs in profit or loss in the period it arises.

Financial Instruments

Leave No Trace (Ireland) has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Critical Accounting Judgements and Estimates

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

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

The directors do not consider there are any critical accounting judgements or sources of estimation that require disclosure.

3. Going Concern

The financial statements have been prepared on the going concern basis. The company promotes responsible and sustainable use of the Irish countryside, mountains, lakes, forests and seas through the Leave No Trace awareness and education programme. These activities are largely financed by the receipt of funding from government agencies. The directors have considered available resources and have also considered the availability of funding and the support of its funders. The directors have taken into consideration existing funds available together with committed funding in its assessment that the company has adequate resources to continue in operational existence for a period of at least 12 months from the date of approval of these financial statements.

On that basis, the directors do not consider that a material uncertainty exists in relation to going concern and have deemed it appropriate to prepare the financial statements on a going concern basis. The financial statements do not include any adjustments that would result if the company was unable to continue as a going concern.

4. Income

Donations and Legacies

	Note	2022 Unrestricted €	2022 Restricted €	2022 Total €	2021 Total €
Core Membership Funding	5	86,500	-	86,500	117,482
Other Membership Funding		11,087	-	11,087	23,990
Other Donations		8,550	-	8,550	1,061
Total Income from Donations and Legacies		106,137	-	106,137	142,533

Income from Charitable Activities

Covid Stability Grant – Department of Rural and Community Development		-	-	-	28,115
The Heritage Council		50,000	-	50,000	-
Irish Environmental Network	5	40,868	-	40,868	-
Training Income/Various Grants		13,421	-	13,421	15,657
Educational Materials & Resources	5	-	15,245	15,245	18,208
Webinars		1,996	-	1,996	4,405
Corporate		84,147	-	84,147	32,108
Corporate Volunteering Days		9,600	-	9,600	1,000
Lidl Corporate Programme		10,000	-	10,000	10,000
Marine Explorers Education 2019 – 2021		-	-	-	25,700
Marine Explorers Education 2021 – 2023	5	46,516	-	46,516	7,072
NPWS MTU Level 6 Training Programme	5	106,407	-	106,407	71,252
EU Erasmus – SEE Project	5	27,300	-	27,300	25,000
EU Erasmus – Go Green Project	5	27,622	-	27,622	-
Funding from Leader Programmes	5	-	11,588	11,588	87,680
Community Foundation		47,000	-	47,000	3,000
Funding from County Councils	5	4,000	-	4,000	9,459
Small Grants	5	8,346	8,439	16,785	5,631
National Public Awareness Campaign	5	-	140,000	140,000	114,500
Galway Bearna Woods Communications Strategy		300	-	300	-
ORIS Project		-	-	-	19,800
Dary Sky Ireland	5	12,150	-	12,150	-
Croagh Patrick Ambassador Programme	5	18,750	-	18,750	-
Ken Whelan – Estuary Appreciation Project		2,700	-	2,700	-
Total Income from Charitable Activities		511,123	175,272	686,395	478,587

Other Income

Employment Wage Subsidy Scheme – EWSS		-	-	-	42,467
Sundry Income		-	-	-	2,441
Total Other Income		-	-	-	44,908
Total Income		617,260	175,272	792,532	666,028
The split of funds for 2021 are as follows:		373,466	292,562		666,028

5. Details of Government Funding and other information

Included in Income is the following funding received from government, government agencies and similar bodies in the year ended 31st December 2022:

Name Funding Agency	Total Funding Award	Term of Agreement End Date	Funding deferred/ (due) @ 01/01/22	Received during period	Funding deferred/ (due) @ 31/12/22	Amount of Funding taken to income in period	Name of Funding Programme Purpose of Funding	Capital Funding if relevant	Is the funding restricted to a project or for the deliver of service	Expenditure in period
Core Membership Funding										
Department of Rural and Community Development	€10,000	31/12/22	€0	€10,000	€0	€10,000	Core Member Funding	N/A	Not Restricted	N/A
Sport Ireland	€10,000	31/12/22	€0	€22,000	€12,000	€10,000	Core Member Funding	N/A	Not Restricted	N/A
Coillte	€10,000	31/12/22	(€12,500)	€22,500	€0	€10,000	Core Member Funding	N/A	Not Restricted	N/A
Fáilte Ireland	€10,000	31/12/22	€10,000	€12,000	€12,000	€10,000	Core Member Funding	N/A	Not Restricted	N/A
Waterways Ireland	€10,000	31/12/22	€0	€22,000	€12,000	€10,000	Core Member Funding	N/A	Not Restricted	N/A
OPW	€5,000	31/12/22	€0	€5,000	€0	€5,000	Core Member Funding	N/A	Not Restricted	N/A
Inland Fisheries Ireland	€5,000	31/12/22	€0	€5,000	€0	€5,000	Core Member Funding	N/A	Not Restricted	N/A
Department of Housing, Local Government and Heritage - NPWS	€10,000	31/12/22	€0	€22,000	€12,000	€10,000	Core Member Funding	N/A	Not Restricted	N/A

Name Funding Agency	Total Funding Award	Term of Agreement End Date	Funding deferred/ (due) @ 01/01/22	Received during period	Funding deferred/ (due) @ 31/12/22	Amount of Funding taken to income in period	Name of Funding Programme Purpose of Funding	Capital Funding if relevant	Is the funding restricted to a project or for the deliver of service	Expenditure in period
National Public Awareness Campaign										
Department of Rural and Community Development	€15,000	31/12/22	€0	€15,000	€0	€15,000	National Public Awareness Campaign	N/A	Delivery of service per Agreement	€15,314
Sport Ireland	€20,000	31/12/22	€0	€20,000	€0	€20,000	National Public Awareness Campaign	N/A	Delivery of service per Agreement	€20,419
Coillte	€10,000	31/12/22	€0	€10,000	€0	€10,000	National Public Awareness Campaign	N/A	Delivery of service per Agreement	€10,210
Waterways Ireland	€10,000	31/12/22	€10,000	€0	€0	€10,000	National Public Awareness Campaign	N/A	Delivery of service per Agreement	€10,210
OPW	€15,000	31/12/22	€0	€15,000	€0	€15,000	National Public Awareness Campaign	N/A	Delivery of service per Agreement	€15,314
Department of Housing, Local Government and Heritage - NPWS	€20,000	31/12/22	€0	€20,000	€0	€20,000	National Public Awareness Campaign	N/A	Delivery of service per Agreement	€20,419
Fáilte Ireland	€25,000	31/12/22	€0	€25,000	€0	€25,000	National Public Awareness Campaign	N/A	Delivery of service per Agreement	€25,524
Dublin City Council	€15,000	31/12/22	€0	€15,000	€0	€15,000	National Public Awareness Campaign	N/A	Delivery of service per Agreement	€15,314
Horse Sport Ireland	€10,000	31/12/22	€0	€10,000	€0	€10,000	National Public Awareness Campaign	N/A	Delivery of service per Agreement	€10,210

5. Details of Government Funding and other information (continued)

Included in Income is the following funding received from government, government agencies and similar bodies in the year ended 31st December 2022:

Name Funding Agency	Total Funding Award	Term of Agreement End Date	Funding deferred/ (due) @ 01/01/22	Received during period	Funding deferred/ (due) @ 31/12/22	Amount of Funding taken to income in period	Name of Funding Programme Purpose of Funding	Capital Funding if relevant	Is the funding restricted to a project or for the deliver of service	Expenditure in period
Other Government Funding										
The Heritage Council	€50,000	31/12/22	€0	€50,000	€0	€27,300	Heritage Capacity Fund	N/A	Delivery of Service per Agreement	€50,100
Irish Environmental Network	€40,868	31/12/22	€4,080	€36,788	€0	€40,868	Core Member Funding	N/A	Not Restricted	N/A
Irish Environmental Network	€6,000	31/12/22	€0	€6,000	€0	€6,000	Training Grant	N/A	Restricted	€6,375
Irish Environmental Network	€2,439	31/12/22	€0	€2,439	€0	€2,439	Covid Adaptation Fund	€2,439	Restricted	€2,439
Department of Rural and Community Development	€15,245	31/12/22	€15,245	€0	€0	€15,245	Schools Funding Impact	N/A	Delivery of Service per Agreement	€18,174
Marine Institute	€204,864	2021-2023	€10,000	€50,016	€13,500	€46,516	Marine Explorers Education 2021-2023 Programme	N/A	Delivery of Service per Agreement	€42,814
NPWS at the Department of Housing, Local Government and Heritage, and Munster Technological University	€96,407	31/12/22	€10,000	€96,407	€0	€106,407	NPWS/MTU Level 6 Training Programme	N/A	Delivery of Service per Agreement	€60,059

Name Funding Agency	Total Funding Award	Term of Agreement End Date	Funding deferred/ (due) @ 01/01/22	Received during period	Funding deferred/ (due) @ 31/12/22	Amount of Funding taken to income in period	Name of Funding Programme Purpose of Funding	Capital Funding if relevant	Is the funding restricted to a project or for the deliver of service	Expenditure in period
Other Government Funding - continued										
EU Erasmus +	€74,500	31/02/24	€27,150	€8,150	€8,000	€27,300	SEE Project	N/A	Delivery of Service per Agreement	€20,516
EU Erasmus +	€69,056	31/12/24	€0	€27,622	€0	€27,622	Go Green Erasmus Project	N/A	Delivery of Service per Agreement	€24,833
Dublin Leader	€23,182	31/12/22	(€11,588)	€23,176	€0	€11,588	Biodiversity Training Programme	N/A	Restricted - Only for use per Grant Agreement	€11,588
Local Authorities	€4,000	31/12/22	€4,000	€4,000	€4,000	€4,000	CEA, River Explorers and Anti-Litter Programmes	N/A	Delivery of Service per Agreement	€4,000
Dark Sky Ireland	€12,150	31/12/22	€0	€12,150	€0	€12,150	Biodiversity Grant	N/A	Delivery of Service per Agreement	€7,547
Croagh Patrick Ambassador Programme	€18,750	31/12/22	€0	€18,750	€0	€18,750	Outdoors Training Programme	N/A	Delivery of Service per Agreement	€15,393

6. Expenditure

	Unrestricted Funds 2022 €	Restricted Funds 2022 €	Total Funds 2022 €	Total Funds 2021 €
• Costs of Raising Funds				
Direct Staff Costs	12,035	-	12,035	5,000
Fund Raising Costs	1,845	-	1,845	-
	13,880	-	13,880	5,000

• Expenditure on Charitable Activities

Expenditure on Charitable Activities is analysed under the three main activities of the organisation which are:

1. Cost of Projects
2. Cost of Developing Membership Programmes and Design of Programmes and New Projects.
3. Cost of Programme Administration.

	Support Costs €	Direct Project Costs €	Direct Staff Costs €	Total 2022 €	Total 2021 €
1. Cost of Projects	57,696	282,297	118,579	458,571	450,195
2. Cost of Developing Membership Programmes and Design of Programmes and New Projects	59,175	-	125,572	184,747	32,400
3. Cost of Programme Administration	31,068	-	64,001	95,069	148,720
Total	147,939	282,297	308,152	738,388	631,315
Unrestricted				560,692	315,334
Restricted				177,696	315,981
				738,388	631,315

• Support Costs

	Activity 1 €	Activity 2 €	Activity 3 €	Total 2022 €	Total 2021 €
Education and Training	12,393	12,711	6,673	31,777	25,244
Office Expenses	9,501	9,745	5,116	24,362	27,070
Rent	3,588	3,680	1,932	9,200	9,000
Franchise Fee	1,560	1,600	840	4,000	3,397
Insurance	1,369	1,404	737	3,511	2,225
Advertising, Website & IT costs	9,732	9,981	5,240	24,953	25,390
Repairs & Maintenance & Depreciation	3,545	3,636	1,909	9,091	8,087
Travel Expenses	6,009	6,163	3,236	15,408	6,141
Finance Expenses	249	255	134	638	2,950
Governance Costs	9,749	9,999	5,250	24,998	27,827
	57,695	59,174	31,068	147,938	137,332

Allocation of Support Costs

Wages and Staff Costs are allocated on the basis of staff time spent on the three main activities. The remaining support costs have been apportioned as follows:

Activity 1	Cost of Projects	39%
Activity 2	Cost of Developing Membership Programmes and Design of Programmes and New Projects	40%
Activity 3	Cost of Programme Administration	21%

	Activity 1 €	Activity 2 €	Activity 3 €	Total 2022 €	Total 2021 €
• Governance Costs					
Administration for Board	1,192	1,223	642	3,057	2,781
Meeting Costs	786	806	423	2,015	468
Legal and Professional	4,195	4,302	2,259	10,756	12,500
Accountancy	472	484	254	1,210	6,174
Audit	3,104	3,184	1,672	7,960	5,904
	9,749	9,999	5,250	24,998	27,827

7. Surplus/(Deficit) on Ordinary Activities

	Total Funds 2022 €	Total Funds 2021 €
The surplus/(deficit) for the financial year is stated after charging:		
Depreciation and other amounts written off tangible assets	8,730	8,087
Operating lease rentals		
- Land and buildings	543	-
Fees payable for the audit of the financial statements	7,960	5,904
and after crediting:		
Net foreign exchange gain	(50)	-

8. Staff Costs

Number of Employees

The average monthly numbers of employees during the year were:

	2022	2021
Direct & Administration	11	6

The aggregate payroll costs incurred during the financial year were:

	2022 €	2021 €
- Employment Costs		
Wages and salaries	309,435	173,490
Social insurance costs	10,753	7,856
	320,188	181,346

All amounts stated above were treated as an expense of the company in the financial year.

Key Management Compensation

Key management comprises of the directors of the company and the CEO. No employee of the company acts as a director. There was no compensation paid to the directors of the company in the year ended 31st December 2022.

The total employee benefits received by the CEO amounts to €63,751 (31st December 2021: €54,166).

Analysis of Staff Costs

The number of employees whose total employee benefits for the reporting period fell within the bands below:

Salary Band	2022	2021
€60,000 - €70,000	1	-

The charity also receives significant support from voluntary workers which equated to 11,500 hours in the year ended 31st December 2022 (31st December 2021: 7,000 hours). In accordance with the Charities SORP (FRS 102) general volunteer time is not recognised in the financial statements.

9. Tangible Assets

	Furniture, Fittings & Equipment €	Total €
Cost		
At 1st January 2022	32,741	32,741
Additions	2,828	2,828
At 31st December 2022	35,569	35,569
Depreciation		
At 1st January 2022	21,682	21,682
Charge for the year	8,730	8,730
At 31st December 2022	30,412	30,412
Net book values		
At 31st December 2022	5,157	5,157
At 31st December 2021	11,059	11,059

10. Debtors

	2022 €	2021 €
Trade Debtors	41,561	46,106
Other Debtors	7,569	3,130
Prepayments	1,386	2,558
Accrued Income	10,279	26,288
	60,795	78,082
<i>Included in Accrued Income are the following balances:</i>	€	€
Community Environment Action Fund	400	3,750
River Explorers Programme	-	950
Dublin Leader Programme	-	11,588
Kilkenny Leader Programme	8,579	10,000
Galway City Council – Barna Woods Communication Strategy	300	-
SDCC – Environmental Education Grant	1,000	-
	10,279	26,288

All debtors are due within 1 year.

The fair values of Debtors approximate to their carrying amounts. There was no impairment to debtors in the year ended 31st December 2022.

11. Cash & Cash Equivalents

	2022 €	2021 €
Cash and Bank Balances	280,262	355,908

The Cash & Equivalents balance at 31st December 2022 includes €76,720 (31st December 2021: €113,295) of funds due to Partner Organisations under the SEE Project – see Note 14.

12. Creditors

Amounts falling due within one year	Note	2022 €	2021 €
<i>Loans & other borrowings</i>			
Clann Credo Loan		-	14,976
Trade Creditors		7,470	24,896
Other Creditors		-	15,167
Accruals		22,453	15,218
Deferred Income	13	73,500	137,475
Funds due to Partner Organisations	14	76,720	113,295
Pension contributions		-	420
<i>Taxation Creditors</i>			
PAYE/PRSI/USC		7,349	5,144
		187,492	326,591

The terms of accruals are based on the underlying contracts.

Tax and social insurance are subject to the terms of the relevant legislation and are paid as they fall due. No interest was due at the financial year end date.

The Clann Credo Loan is a fixed unsecured loan to provide bridging finance against three grants for programme payments to cover project costs. The interest rate on the loan is 6%.

13. Deferred Income

	31/12/22 €	31/12/21 €
Fáilte Ireland	12,000	10,000
Waterways Ireland	12,000	-
Sport Ireland	12,000	-
Department of Housing, Local Government and Heritage - NPWS	12,000	-
Waterways Ireland - National Public Awareness Programme	-	10,000
Department of Housing, Local Government and Heritage - NPWS - Training Programme	-	10,000
Marine Institute	13,500	10,000
CT Environmental Ecological - IEN	-	4,080
SEE Erasmus EU Project	8,000	27,150
Department of Rural and Community Development	-	15,245
Community Foundation	-	47,000
Fingal County Council - Primary Schools Online Workshop	-	4,000
South Dublin County Council - Anti Litter Campaign	4,000	-
	<u>73,500</u>	<u>137,475</u>

Included in Deferred Income for 2022 are:

Fáilte Ireland income in the amount of €12,000 re core membership funding to roll out the Leave No Trace programme. The funding relates to 2023 membership.

- Waterways Ireland income in the amount of €12,000 re core membership funding to roll out the Leave No Trace programme. The funding relates to 2023 membership.
- Sport Ireland income in the amount of €12,000 re core membership funding to roll out the Leave No Trace programme. The funding relates to 2023 membership.
- Department of Housing, Planning & Local Government/NPWS income in the amount of €12,000 re core membership funding to roll out the Leave No Trace programme. The funding relates to 2023 membership.
- Marine Institute Project income in the amount of €13,500 to support the Marine Project. This grant relates to future years expenditure; subject to performance conditions being met.
- SEE Erasmus EU Project income in the amount of €8,000 to fund future costs of 'The Sustainability and Environmental Education in Outdoor Sports/SEE Project'. The funding relates to future years expenditure; subject to performance conditions being met.
- South Dublin County Council - Anti Litter & Anti Graffiti Awareness Campaign income in the amount of €4,000 re schools programme to commence in 2023.

• **Included in Deferred Income for 2021 are:**

- Fáilte Ireland income in the amount of €10,000 re core membership funding to roll out the Leave No Trace programme. The funding relates to 2022 membership.
- Waterways Ireland income in the amount of €10,000 re the National Public Awareness Programme. The funding relates to the 2022 programme.
- Department of Housing, Local Government and Heritage – NPWS income in the amount of €10,000 re the NPWS/MTU Level 6 Training Programme. This grant relates to future years expenditure; subject to performance conditions being met.
- Marine Institute Project income in the amount of €10,000 to support the Marine Project. This grant relates to future years expenditure; subject to performance conditions being met.
- CT Environmental Ecological – IEN income of €4,080. €2,500 relates to Core Membership Funding for 2022 and the balance of €1,580 relates to a grant for fundraising.
- SEE Erasmus EU Project income in the amount of €27,150 to fund future costs of 'The Sustainability and Environmental Education in Outdoor Sports/SEE Project'. The funding relates to future years expenditure; subject to performance conditions being met.
- Department of Rural and Community Development income in the amount of €15,245 re funding for the Schools Funding Impact Programme. The grant relates to future years expenditure; subject to performance conditions being met.
- Community Foundation income of €47,000 re a Biodiversity Project. The funding relates to future years expenditure.
- Fingal County Council Income of €4,000 re Primary Schools Online Workshop. The funding relates to future years expenditure.

14. Funds due to Partner Organisations

Leave No Trace (Ireland) were appointed the lead on a large collaborative partnership project under the EU Erasmus + Programme for Sport entitled – SEE – Sustainability and Environmental Education in outdoor sports in 2021. The project aims to increase outdoor sports participation and enhance the protection of natural landscapes through education on responsible outdoor behaviours. The collaborative partnership is comprised of 10 organisations from 9 countries. The partners include:

- Sport Northern Ireland
- Technical University Munich
- National Resource Centre for Expertise and Sport Performance of Rhone Alpes
- International Mountain Bicycling Association Europe
- National Institute of Physical Education of Catalonia
- Folkungaland
- Surf Club Viana
- Mountaineering Association Tara
- Europarc Federation

The project will run from January 2021 to December 2023. Leave No Trace (Ireland) received funding of €280,000 in 2020 which represents 70% of the total funding due under the SEE Project of €400,000. Leave No Trace (Ireland) will pay out the funding received to other organisations in the collaborative partnership when performance conditions have been met. The money due to each partner organisation is conditional on each partner meeting the deliverables of the project, the process of which is overseen by Leave No Trace (Ireland). Leave No Trace (Ireland) has paid out €203,280 of the €280,000 to its collaborative partners as at 31st December 2022.

15. Financial Instruments

The analysis of the carrying amounts of the financial instruments of the company required under section 11 of FRS 102 is as follows:

	2022 €	2021 €
Financial assets that are debt instruments measured at amortised cost		
Trade Debtors	41,561	46,106
Other Debtors	7,569	3,130
Cash at bank and in hand	280,262	355,908
	329,392	405,144
Financial liabilities measured at amortised cost		
Bank and other Loans	-	14,976
Trade Creditors & Accruals	29,923	40,114
Other Creditors	-	15,167
Funds due to Partner Organisations	76,720	113,295
	106,643	183,552

16. Restricted Funds

<i>Current year</i>	01/01/22 €	Income €	Expenditure €	Transfer €	31/12/22 €
Department of Rural and Community Development – Schools Funding Impact Prog.	15,245	-	(16,682)	1,437	-
Dublin Leader	-	11,588	(11,588)	-	-
National Public Awareness Campaign	-	140,000	(143,051)	3,051	-
IEN Covid Adaptation Grant*	-	2,439	-	(2,439)	-
IEN Staff Training Grant	-	6,000	(6,375)	375	-
	<u>15,245</u>	<u>160,027</u>	<u>(177,696)</u>	<u>2,424</u>	<u>-</u>
<i>Prior year</i>	01/01/22 €	Income €	Expenditure €	Transfer €	31/12/22 €
Donegal Leader Biodiversity Project Grant	-	55,935	(56,435)	500	-
Kilkenny Leader	-	20,157	(25,681)	5,524	-
Dublin Leader	-	11,588	(12,088)	500	-
Revenue Commissioners – EWSS	-	42,467	(42,467)	-	-
National Public Awareness Campaign	-	114,500	(125,088)	10,588	-
Stability Grant Income	-	28,115	(28,222)	107	-
ORIS	-	19,800	(26,000)	6,200	-
	<u>-</u>	<u>292,562</u>	<u>(315,982)</u>	<u>23,420</u>	<u>-</u>

*The IEN Covid Adaptation Grant was a capital grant and spent on IT Equipment during the year ended 31st December 2022. The value of the IT Equipment is transferred from restricted to restricted funds as it has been purchased from a restricted fund donation but is held for a general and not a restricted purpose.

17. Statement of Funds

	31/12/21 €	Income €	Expenditure €	31/12/22 €
Restricted Funds	-	175,272	(177,696)	(2,424)
Unrestricted Funds	118,458	617,260	(574,572)	161,146
Total Funds	118,458	792,532	(752,268)	158,722

	31/12/21 €	Income €	Expendi- ture €	31/12/22 €
Restricted Funds	-	292,562	(324,981)	(32,419)
Unrestricted Funds	88,745	373,466	(311,334)	150,877
Total Funds	88,745	666,028	(636,315)	118,458

18. Reconciliation of Movements in Charity Funds

	Unrestricted Funds €	Restricted Funds €	Total Funds €
At 1st January 2021	88,745	-	88,745
Movement during the financial year	53,132	(23,419)	29,713
Transfer between funds (a)	(23,419)	23,419	-
At 31st December 2021	118,458	-	118,458
Movement during the financial year	42,688	(2,424)	40,264
Transfer between funds (a)	(2,424)	2,424	-
At 31st December 2022	158,722	-	158,722

(a) The transfers from unrestricted funds to restricted funds is to finance a deficit on restricted funds.

19. Financial commitments

At 31st December 2022 the company had annual commitments under non-cancellable operating leases as follows:

	Equipment 2022 €	2021 €
Expiry Date:		
Within one year	565	-
Between one and five years	1,319	-
	1,884	-

20. Capital Commitments

The company had no capital commitments at 31st December 2022.

21. Contingent liabilities

The directors are not aware of the existence of any other contingent liabilities as at 31st December 2022.

22. Related Party Transactions

Directors were paid expenses during the year ended 31st December 2022 as follows:

Emma Fortune	Travel expenses	€132
Gavin Beetlestone	Travel & Training expenses	€576

There were no other related party transactions with Directors during the year (31st December 2021: €63).

23. Post-Balance Sheet Events

No events have occurred between 31st December 2022 and the date of signing the financial statements which could materially affect the financial statements.

24. Company Limited by Guarantee

The liability of the members is limited. Every member of the company undertakes to contribute to the assets of the company in the event of it being wound up while they are members or within one year thereafter for the payment of the debts and liabilities of the company contracted before they ceased to be members and the costs, charges and expenses of winding up and for the adjustment of the rights of the contributors among themselves such amount as may be required, not exceeding €1.

25. APB Ethical Standard – Provisions Available for Small Entities

The liability of the members is limited. Every member of the company undertakes to contribute to the assets of the company in the event of it being wound up while they are members or within one year thereafter for the payment of the debts and liabilities of the company contracted before they ceased to be members and the costs, charges and expenses of winding up and for the adjustment of the rights of the contributors among themselves such amount as may be required, not exceeding €1.

26. Comparative Amounts

Comparative amounts have been re-grouped where necessary on the same basis as those for the current year.

27. Accounting Periods

The current accounts are for a full year. The comparative accounts are for a full year.

28. Approval of Financial Statements

The board of directors approved these financial statements for issue on the 26th May 2023.



24th May 2023