



**All older people
more active, more visible,
more creative, more connected,
more confident, more often.**

At **Age & Opportunity**,
our mission is to achieve the best
possible quality of life for us all as
we age. Our vision is an Ireland
where all older people can be more
active, more visible, more creative,
more connected, more confident,
more often.

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Chairperson's Statement



I am delighted to present Age & Opportunity's Annual Report for 2021, documenting our continued work on the objectives set out in our Strategic Plan 2021-2023.

Our understanding of ageing has changed dramatically over recent decades. We now have a far better appreciation of the impact of physical activity and civic and cultural engagement on our wellbeing, our overall health and our longevity than ever before. Seeing an ageing population as an opportunity, rather than a challenge, is vital for the progression of society. We believe that our programmes have a critical role to play in realising our ambitions for positive ageing. We want to support people, as we age, to seize the opportunities that are available. In doing so, we want more people to thrive rather than just survive.

In 2021 we engaged in a 'Strategy refresh' process, whereby we took our Strategic Plan 2018-2020, which continued to be highly relevant, and examined it through a Covid-19 lens, and determined what aspects of it should be updated or 'refreshed'. We ensured throughout this process that we listened carefully to the voices of older people and our programme participants. We paid particular attention to how we can best support and enable older people to continue their engagement with and valuable contribution to society, both throughout the lifetime of the pandemic and following it. We will continue to explore key

issues such as what is older age, how we can plan for our own ageing and what positive changes we can make in our own lives to ensure that we live well for longer.

We were founded in 1988 as a response to the need for the promotion of more positive attitudes to older people and ageing, and never has this need been more pressing. While health services, together with a range of agencies have responded in creative and effective ways in very challenging times, the pandemic has demonstrated that we will have some distance to travel in developing as a truly age friendly society.

We know that positive ageing requires significant policy and programme responses in multiple areas. We continue to ensure that our work is aligned to key strategies, such as the National Positive Ageing Strategy, Sláintecare, Healthy Ireland, the National Physical Activity Plan and the National Sports Policy, the Arts Council of Ireland's Making Great Art Work, and Culture 2025, the National Cultural Policy Framework. We also ensure that our work is aligned to international best practice and we contribute on a European level through our engagement with AGE Platform Europe.

Our work would not be possible without the strategic relationships that we have developed throughout the country, and a key focus of our future strategy will be on continuing to support and develop our programme partnerships, so that our work continues to make a real impact. I would like to thank all of our partners around the country for their delivery of high quality outcomes for the people we serve.

We believe that strong governance is vital in our sector, ensuring effective decision-making and prioritisation of resources, and we will continue to work to uphold those standards within Age & Opportunity. We are fully compliant with the Charities Regulatory Authority's Governance Code and the Governance Code for Sport as a Type C organisation, and our various funders' governance requirements. This was evidenced during 2021 as we were selected for audit by Sport Ireland, one of our core funders, and we were delighted to secure the highest level of assurance, 'Excellent Assurance' in the audit report.

I would like to recognise the voluntary commitment of my colleagues on the Board, and across our organisational Committees and our Advisory Groups, and to thank them for their support and dedication. Our ability to meet our strategic priorities has a direct impact on the day-to-day operations of Age & Opportunity.

I would also like to thank our CEO and all our employees and volunteers and our extended team for being instrumental in ensuring that Age & Opportunity continues to respond to the challenges that the pandemic has created. It is in all of our interests to promote the best possible quality of life as we age, and to challenge ageism in its many forms, as an investment for our own futures and those of younger generations. I am proud to be a part of this important work.

Ita Mangan

Chairperson, Age & Opportunity

CEO's Statement



It gives me great pleasure to report to you on Age & Opportunity's activities and achievements for 2021.

Throughout 2021, Covid-19 continued to cause enormous uncertainty in the world, and presented a multitude of barriers for us all. In Age & Opportunity we were very conscious of the detrimental impact of Covid-19 on older people in particular, from a physical, mental and emotional perspective.

As a result, whilst listening very carefully to the voices of older people, we continued to re-imagine our programme delivery, which resulted in the reconfiguration and development of many new initiatives, ensuring that we could be as responsive as possible to the various challenges that Covid-19 has presented.

How society views older people is a key determinant in ensuring that older people are visible and that their contribution to society is fully recognised. Through funding we received from the Irish Human Rights and Equality Commission in 2021, we have been raising important questions about the human rights of older people and the importance of appropriate engagement and dialogue from the perspective of decision makers. This initiative 'Is Ageism Ever Acceptable?' involved a national reflection for older persons to explore whether the policy of cocooning based on being 70+ was inherently ageist and to explore whether the human rights of older persons have been compromised by the national response to Covid-19. At the time of writing, this initiative is nearing completion and the final output for 2022 is to host a webinar discussion with IHREC, various Government department officials and our Citizens Assemblies' participants

in order to discuss our findings and make recommendations for the future.

Throughout our engagement with older people in 2021 we got a very strong sense of how people have been feeling and coping throughout the pandemic. Emotions have ranged from overwhelming fear, a heightened sense of anxiety, a strong feeling of anger and frustration coupled with loss and loneliness. However, the strength and resilience of our older population has been so apparent; we also witnessed a strong sense of determination, empowerment, engagement, creativity, positivity and hope for the future.

We have been progressing our work right across the organisation on challenging ageism and the negative stereotypes of ageing, through delivery of ageism workshops, production of guidance materials around appropriate language and imagery, and various policy submissions. We also continue to work closely with our partners in the Alliance of Age Sector NGOs on advocating for a government response to tackling ageism in line with the underpinning theme of the National Positive Ageing Strategy.

Throughout 2021, we significantly expanded our reach to older people throughout the country, in every county, from a mixture of rural and urban areas, from various socio-economic backgrounds, with varying levels of experience of social exclusion and loneliness and isolation. We have had a particular focus on engaging with hard to reach older people, in particular residents of care settings, family carers, men, members of the traveller community, migrants, older people with intellectual disability and LBGTQIA+ older people. We are continuing to develop organisational knowledge through

new partnerships in the process. Delivering our initiatives in a hybrid model, incorporating online and telephone mechanisms and in-person delivery, was a key driver in this enhanced engagement, with our figures rising from 85,050 in 2019 to 141,266 in 2020 and to 145,613 in 2021.

We have been very conscious of digital accessibility and the fact that there is a large number of older people who do not have the facilities to access our online initiatives. Through funding from the Community Foundation of Ireland's Comic Relief Fund, and using PPI as our core principle, we worked in partnership with Age Friendly Ireland during 2021, researching digital poverty and exploring the challenges faced by older people in relation to digital inclusion, and we will launch our findings and recommendations in relation to this in 2022.

Furthermore, we were particularly grateful to Sport Ireland for additional funding we received through the Healthy Ireland Keep Well Campaign to enable us to expand our Active Programme FitLine initiative on a nationwide basis. The expansion of this peer led telephone service ensures that we can enhance our reach to older people who are not online.

Over the last few years we have continued to increase our capacity to conduct and collaborate in research activities. To further and support this work, and also to support our policy of meaningful partnerships with older people, we established a Person and Public Involvement (PPI) group in 2021. This group is comprised of older people who are 'experts by experience' and who are involved in our research and evaluation activities and collaborative research projects with other organisations.

With our renewed focus on ensuring that the voices of older people are heard in everything we do, we recognise that older people do not form a homogenous group – we are all different, we are all ageing differently and there isn't a one size fits all approach to achieving the best

possible quality of life. We will continue to support and empower older people to re-engage in our communities post-Covid-19 in whichever ways we most enjoy.

I would like to particularly thank my exceptional colleagues for continuing throughout 2021 to rise to the ubiquitous challenges that Covid-19 has presented, in such an energetic and dynamic fashion. Their innovation, commitment and passion has ensured that we continue to broaden our reach so that we can ensure that more older people stay connected, active and creative during these difficult times, whatever our age and wherever we call home.

I would also like to thank our funders, in particular the HSE, Sport Ireland, the Arts Council of Ireland, Healthy Ireland and the Keep Well Campaign, the Irish Human Rights and Equality Commission, Creative Ireland and the Community Foundation of Ireland for their continued commitment, without which our work would be impossible.

I would like to thank the Board of Trustees of Age & Opportunity for their unwavering commitment, strategic leadership, expertise, advice, support and guidance, and also our Finance, Governance, HR, Quality, Safety and Nominations Committee, our Audit and Risk Committee and our four Advisory Groups for their commitment and expertise.

Finally, thank you to all of our participants of our programmes the length and breadth of the country who continue to enable us to push the boundaries in exploring diverse models for ageing. Our participants have continued throughout 2021 to bring an incredible resilience, determination, humour and fresh thinking to all aspects of our work in delivering the best possible quality of life for us all as we age.

Karen Horgan
CEO, Age & Opportunity

Strategic Plan

2021 – 2023

Our Vision

An Ireland where all older people can be more active, more visible, more creative, more connected, more confident, more often.

Our Mission

Our mission is to achieve the best possible quality of life for us all as we age.

Our Values

Our values are centred around ensuring that the views, opinions and experiences of Older People inform all that we do. We seek to promote Equality and Inclusivity. We aim to be Brave, Pioneering and Inspiring and we strive for Excellence in everything we do.

What We Do

Age & Opportunity is the national organisation that provides a range of opportunities for older people who want to get more involved in arts and culture, sport and physical activity, civic engagement and personal development.

One of our key priorities is to truly understand what ageing in Ireland means for people today by increasing the dialogue we have with them - conducting regular research through focus groups and workshops and by generating more opportunities for their feedback across all of our programmes.

We work with local communities and organisations across the country to run a range of programmes and activities in three key areas:

Age & Opportunity Active is designed to get us more active and participating in recreational sport and physical activity.

Age & Opportunity Arts provides opportunities for us to engage more in arts and cultural events and initiatives.

Age & Opportunity Engage offers a range of workshops and learning initiatives for our own personal development as well as opportunities for us to play an active role in our community.

Our Year in Numbers

Programme	Number of initiatives	Number of events / workshops in each initiative	Number of engagements
Active	34	263	119,396
Arts	75	506	10,585
Engage	35	151	15,632
Total	144	920	145,613

Our Strategic Themes

Our previous strategy (2018–2020) has been successful and has served us well. We have enhanced our strong research orientation to ensure that our programmes are meeting the needs of participants. The rich data that we have garnered informs programme design while also providing confidence to our funders. The pandemic, of course, has required a shift to new methods of programme delivery – online for the most part, and much has been learned through this process. Our programme participants and staff have responded admirably to these new delivery methods. As more of life moves online, however, an older generation faces a digital divide. Uncomfortable with technology, many are struggling to use modern tools to keep up with friends and family and physical, social and cultural activity at a time when many are craving those connections the most. In a post Covid-19 environment, a mix of online, telephone and in-person engagement will allow an extension of our reach to new communities and help ensure that fewer older people are left behind.

Given the ongoing relevance of our previous Strategic Plan, we decided to ‘test and refresh’ the plan rather than ‘start again’. This strategy refresh process was led by a

Strategy Committee comprised of Board and Staff members. The testing and refreshing of the plan consisted of a robust process of stakeholder engagement, review and strategy formulation. Facilitated sessions and interviews were conducted with programme participants, funders, staff and other sectoral experts. Their honest appraisal, insight and ambition has enabled and emboldened our vision of an Ireland where all older people can be more active; more visible; more creative; more connected; more confident; more often.

Throughout the lifetime of our new Strategic Plan, the focus will be on achieving ambitious goals in four areas to help society make the most of the social and economic opportunities presented by people living longer. We will measure and track progress on these aims to be sure that our programmes, and the funding which supports them, are making a real difference. In keeping with ambitions set out in the United Nations Decade of Healthy Ageing (2021-2030), by 2030 the aim is for more people in later life to be in good health, physically active, to have social connections and to continue to feel that our lives are meaningful and purposeful.

Theme One	Theme Two	Theme Three	Theme Four
<p>Enhancing the ageing experience</p>	<p>Influencing public policy</p>	<p>Working with partners</p>	<p>Delivering value for our funders and programme participants</p>

Age & Opportunity **active**

**What we want
to see for older
people**

An Ireland where all older people are more active; more visible; more creative; more connected; more confident; more often.

Age & Opportunity's Active programme is the national sport and physical activity programme for older people funded by Sport Ireland and the HSE. The programme is designed to get us more active, providing opportunities for us to take part in recreational sport and physical activity.

Why We Run Our Active Programme

Science has proven that staying active keeps our body younger and our mind happier, no matter what it says on our birth cert. The World Health Organisation has warned that a sedentary lifestyle could very well be among the 10 leading causes of death and disability in the world. Just 30 minutes of physical activity a day five times a week can make a big difference to our health, but less than half of older adults are following these guidelines.

Since 2001, our Active Programme has been getting more older people more active more often. We are funded by Sport Ireland as part of its commitment to increase participation in physical activity and recreational sport among older people. The objectives of our Active Programme are closely aligned with Sport Ireland's strategy, as well as the National Physical Activity Plan, the National Positive Ageing Strategy, National Sports Policy and Healthy Ireland.



European Week of Sport 2021, Archery and clay pigeon shooting

Physical Activity Leaders (PALs)

Our PALs initiative is an education and peer leadership scheme which enables older people to lead sport and physical activities with their peers within their own groups and in their local communities.

In 2021 it was not possible to deliver in-person workshops due to the risks attached to the impact of Covid-19 on gatherings of older people, but there was still some appetite from some of our PALs and other people to try to engage in outdoor activities, as well as online. We delivered outdoor PALs workshops in Kilkenny and Cork with 28 people attending.

We also invited our PALs to join us for an online “Get Together” to share ideas and to get feedback on how to continue to engage people in physical activity during the Covid-19 restrictions. As part of the meetings our Engage programme team delivered resilience training to participants. Altogether we hosted three “Get Togethers” on zoom with total of 60 PALs participating.

As a result of the meetings we developed a questionnaire and a guidance document specifically designed for PALs to utilise with their groups.

Physical Activity Leaders for people with an intellectual disability (PPALs)

We were unable to deliver PPALs during 2021 due to Covid-19 restrictions; however, we are planning on delivering PPALs in conjunction with Brothers of Charity in Galway in the near future.

CarePALS

CarePALS is a two-day course, adapted from the PALs workshops, which empowers staff in day and residential care settings to lead suitable physical activities with older people who live in or visit their setting. It is based on our original PALs leadership model and means that physical activity sessions can be delivered by staff and included as part of the daily or weekly routine, without cost to the care setting.

Due to national restrictions and the ongoing difficulties that care staff had to endure during 2021, as a result of the impact of Covid-19, it was not possible to deliver CarePALs in person. Following discussions with HSE, National Office for Health and Wellbeing, who fund the initiative, the course was adapted to incorporate 4 x two-hour online training sessions. This adaptation of the original course has proved to be very successful with a total of 13 courses being delivered in 2021, with 138 care staff taking part. It is hoped that we will be able to complement this on line delivery with face to face workshops, once it is safe to do so.

A pilot of our Engage programme's Changing Gears course on resilience was offered to those who had already taken part in CarePALs in the past. This course was aimed at supporting them in managing the extra pressures and challenges facing them in their work today. 9 participants attended the online course over 6 x two-hour sessions.

The Active National Grant Scheme

The Active National Grant Scheme, provides funding to groups of older people to support them in their work and commitment to get more older people more active. Local Sports Partnerships, HSE Coordinators and other local agencies work closely with the groups when they are applying for funding giving assistance and advice to applicants. The scheme has been running for more than 20 years.

It was decided that we would not run the Active National Grant Scheme in 2021 due to the fact that groups who received grants in 2019 and 2020 did not have opportunity to spend the funding because of the national restrictions imposed on groups of people coming together for social or sport gatherings during 2021.

As a result, the 2021 Grant funding application process was rescheduled to open in February 2022 when it would be offered as a specific one-off grant aimed at sports clubs and nursing homes, who were severely impacted by Covid-19. This grant will run alongside the core Active National Grant Scheme which will be offered in February every year instead of September as has been the case in the past.

Go for Life Games

It was not possible to host our annual National Go for Life Games event in 2021 due to Covid-19 restrictions on group activity. Instead, an adaptation of the games activities were developed so that people could take part in the "Go for Life Games At Home" initiative. A total of four online sessions were delivered involving 32 participants.

Online Activities

The online activities that we first developed in 2020 in response to lock down measures on gatherings of groups of people, continued to be delivered and expanded in 2021. These activities continue to be offered through Age & Opportunity's YouTube and social media channels. Our Active programme has been delivering Movement Minutes - live physical activity sessions on Facebook three days a week since March 2020. This initiative has featured online activities including videos based on strength, balance, mobility and aerobic movements. Tai Chi, seated Pilates, salsa, yoga, an outdoor series and our Go for Life games have all proven to be very popular and have contributed to encouraging older people to stay connected and active during the Covid-19 pandemic. The Age & Opportunity online community will continue to grow through the coming years.

Offline Resources

With the impact of Covid-19 we were very conscious that not all older people have access to the internet and online offerings. With this in mind, our Active programme continued throughout 2021 to provide our Active DVD and our fact sheets encouraging people to remain active. A questionnaire and guidance on how to get your group back to activity was developed after consulting with PALs online. Our Steady Sevens booklet is still popular which helps with mobility and preventing falls, offering practical and simple movements. All these resources are sent out to older people when requested through our own communication channels but also through our partners and local community support groups.

Influencing Public Policy

In the National Sports Policy 2018-2027, the government recognises that policy cannot be implemented in isolation and urges all agencies to work together to increase participation in sport and recreational sport to enhance the physical wellbeing for all.

Much of our work is run in partnership with the Local Sports Partnerships who are a central point within each county for sport and physical activity. All of the initiatives within our Active programme are enhanced and can reach a wider audience because of the close relationships we have developed over the years with these organisations.

Our CarePALs initiative, like the National Physical Activity Plan for Ireland (NPAP) and the National Positive Ageing Strategy (NPAS) is focused on keeping older people as healthy as possible for as long as possible.

Following on from the work of the Active Covid-19 Stakeholder group that was initially set up in May 2020, we produced a

report “Locked Up, Locked In, Locked Out! The impact of Covid-19 on physical activity in older people’s groups”. We launched the report in March 2021 and disseminated it to policy makers and stakeholders with relevant recommendations highlighted for their consideration.

Partnerships with other organisations

We continue to engage with other organisations on developing new ideas to help support older people to stay active and engaged.

We teamed up with Ireland Active and CARA to develop and deliver an Active Age Programme aimed at staff of gym and leisure centres to encourage them to put programmes in place in their facilities, that are suitable and accessible to older people. The initiative was funded by the Keep Well Campaign.

We also delivered three training workshops to fitness professionals across the country. In total, 45 fitness professionals took part in the training, which equipped them with the theoretical knowledge and skills to work more effectively with older people within their own leisure settings. As a result of the training they will run a 10-week “Active Aging” programme within their facilities to promote and encourage older people to engage with their local centers as part of the recovery from the pandemic.

Actively Changing Gears is a collaboration across both our Engage and Active programmes, which developed an initiative that was delivered to family carers, in collaboration with Family Carers Ireland. The initiative offered a combination of resilience and physical activity training. A total of 36 family carers took part.



During 2021 we were working with FAI on promoting and developing walking football among older people particularly older men. With the support of Kildare Sports Partnership, a pilot programme for walking football with Naas Men's Sheds took place in September.

European Week of Sport

This Europe wide event takes place each September and it encourages everyone across Europe to become more active and involved in sport. Each year we place a strong emphasis on engaging with the National Governing Bodies for Sport and with local activity providers as part of the #BEACTIVE campaign for EWOS. The week was scheduled to take place from 23rd September to 30th September 2021.

Our own initiative "I've always wanted to try..." is part of the European Week of sport and enables us each year to engage with PALs and groups across the country to give them a chance to try activities such as Horse riding, Archery, Clay Pigeon Shooting, Walking Football, Cycling and Salsa dancing.

Showcasing **FitLine**

What is FitLine?

FitLine is our volunteer telephone line designed to help older people who want to feel a bit healthier, but perhaps don't have the motivation, confidence or information on where or how to take that first step. The service is completely free. It encourages older adults to introduce physical activity into their daily lives. It is an evidence-informed initiative and was initially piloted in Drogheda in 2009. There have been FitLine hubs in South Dublin and Kildare since 2010. In 2020, following a successful application to Sport Ireland and Healthy Ireland under the Keep Well Campaign, Age & Opportunity secured funding to expand the FitLine service across the country. During 2021 FitLine expanded its reach to 200 participants across all counties.

FitLine phone lines are manned by Volunteer Mentors, who are primarily older people themselves who understand the challenges of getting active and have an interest in physical activity. They are trained in the benefits of physical activity, behavioural change and motivational interviewing. They give participants of FitLine information, advice and gentle encouragement to get moving and set manageable goals, along with giving participants updates on what is happening in their local community. In 2021 FitLine mentors were working from home and by end of 2021 Age & Opportunity had trained a total of 52 volunteer mentors.



Aerobics, pre Covid-19 image and Archery, pre Covid-19 image



What is the impact and importance of FitLine?

In 2021 our FitLine initiative played an important role in reaching out to and supporting those who were not online and faced barriers to physical activity participation during the Covid-19 pandemic.

In 2021, we commissioned an evaluation of our FitLine initiative. FitLine Mentors made 1,486 calls to participants. In total our participants were active for over 143,779 minutes. In addition, FitLine participants reported an improvement in their knowledge of the National Physical Activity Guidelines and the benefits of Physical Activity to their physical and mental health. Overall, FitLine participants increased their physical activity levels since joining FitLine. The average amount of activity for FitLine participants per week in 2021 was 152.6 minutes, which is in excess of the recommended National Physical Activity Guidelines of 150 minutes per week of moderate physical activity. Both participants and Mentors reported an improvement in their mental health and wellbeing and felt more positive about ageing since joining FitLine.

Testimonials

"Having that social connection FitLine provides, has been invaluable during this time, and the motivation and support are wonderful," Bridie, Dublin

"I have been with FitLine for a few years and it gives me a great lift to get a phone call every couple of weeks. They have good advice. I live on my own and I love having someone from FitLine ring me regularly," Joe, Dublin

"FitLine gave me the push I needed to stop making excuses to get up and get active," Anne, Cork

"They ring you every so often and they're motivating you to be active. At the time I was very sedentary; I was minding my mother at the time, so I was sitting a lot. It certainly motivated me to get moving again and I suppose for me it lifted my mood as well." Participant Feedback

Showcasing **Walking Football Initiative**

What is Walking Football?

Walking football is a safe and accessible sport and can be played by anyone, even if you have never played football before. In August 2021, Age & Opportunity ran a successful Walking Football Pilot with Naas Community Men's Shed in Co. Kildare. The initiative was delivered once a week over the course of 4 weeks with 18 participants taking part. During the 4 weeks, participants learned the skills and rules of Walking Football. They honed their skills by taking part in drills and quickly learned the rules of the game by playing small sided games.



European Week of Sport 2021, Walking Football



European Week of Sport 2021,
Walking Football

What is the impact and importance of Walking Football?

From our own research (Locked Up, Locked In, Locked Out! The impact of Covid-19 on Physical Activity in Older People's Groups), we found that the Covid-19 pandemic has had a devastating effect on the physical activity levels of older people's groups particularly amongst men's groups. Members of Men's Sheds reported the difficulty they had in keeping in contact with members and had deep concerns of how they were going to get their groups back up and running. Most of these groups did not meet up at all during the pandemic and therefore lost all social contact and the ability to engage in physical activity with their peers. This initiative encouraged those men back to their groups through a sport initiative. Walking football offers men the opportunity to engage in a sport, which many have done in the past but were unable to keep it up due to physical ability. Walking football promotes physical activity as well as mental health and social wellbeing. Results from the evaluation of our pilot showed that 79% of the men that took part reported feeling either a bit or very much more active since taking part in the initiative. 100% of the participants planned to continue on this weekly activity with their Shed.

Testimonials

"Walking football is great fun and delivers significant benefits such as improved physical, mental and social health." Walking football coach
Peter McNulty

"This has been so beneficial to the mental and physical health of our Shedders. We laughed, we slagged, we bragged and we loved it. The benefits to Shedders taking part in an activity like this is enormous."
Norman Farragher of Naas Men's Shed

Active Programme Our Year in Numbers

Activity / event / workshop	Number of initiatives	Number of events / workshops in each initiative	Number of engagements
Physical Activity Leader (PALs) Training Workshops (Outdoor)	1	2	28
PALs Get Together (online)	1	3	60
Movement Minutes	1	73	61,466
Active Advent Calendar	1	24	16,584
Go for Life Games at home	1	4	32
Go for Life Games Taster (Roscommon Stroke Support)	1	1	10
Tai Chi	1	28	33,152
Walking Football	1	4	18
Outdoor series with Barbara	1	1	3,590
Sofa to Saddle	1	3	12
Salsa Dancing	1	1	729
Go for Life Regional Games	0	0	0
National Go for Life Games	0	0	0
EIT PPALs workshops (physical Activity Leader workshops for people with intellectual disability)	0	0	0
CarePALs – online	1	13	156
Erasmus Euro Games Festival (part of Erasmus+ Sport project)	0	0	0
Covid-19 Focus Group	1	3	31
No. of Active DVDs sent out	1	1	450
No. of Fact Sheets posted out	1	1	420
No. of Steady Sevens posted out	1	1	420
European Week of Sport	9	14	333
FitLine Mentors	1	1	42
FitLine mentor training	1	24	52
FitLine Train the Trainer	1	3	12
FitLine Calls	1	26	1486
Active trainer workshop	1	1	7
FitLine participants	1	1	200
Actively Changing Gears	1	23	36
Active Age Training	1	3	30
Physical Activity Talks (Sligo IT/DCU)	1	4	40
TOTAL Active Programme	34	263	119,396

Age & Opportunity

arts

What we want to see for older people

An Ireland where all older people are more active; more visible; more creative; more connected; more confident, more often.

Through our Arts programme, we support the meaningful participation and representation of all older people in cultural and creative life in Ireland through celebrating the arts as we age. We also aim to underline the importance of the arts to positive ageing and to influence policy and practice in the area.

Our Arts programme comprises a range of initiatives and events, the biggest one of which is the annual and month-long Bealtaine Festival, which takes place in May throughout local communities all around Ireland. We also deliver a comprehensive support programme of initiatives designed to resource and develop the arts and older people sector in Ireland.

We work through resourcing artists, arts participants (and audiences) and arts organisations to engage with us and raise the standard, knowledge-base, policy, and visibility of the arts and ageing sector in Ireland.

Why We Run Our Arts Programme

Our Arts Programme primarily aims to provide more opportunities for older people to engage with the arts and to resource the arts sector to support that engagement. We also wish to make sure older people are represented in the arts in Ireland and to demonstrate and celebrate how our creative potential can improve with age.

The evidence suggests that the arts and creativity specifically strengthens self-confidence and morale in later life, contributes to physical and cognitive health and enriches relationships through greater social connectivity.

Our Arts programme specifically aims to:

- Create opportunities for the greater participation and representation of older people in the arts;
- Provide professional opportunities and peer-to-peer supports for older professional artists;
- Provide supports and resources for arts organisations wishing to increase their engagement with older people;
- Create arts initiatives for disadvantaged older people;
- Devise opportunities for intergenerational exchange;
- Encourage debate that seeks to influence national and international policy around key cultural issues impacting on older people.



Celebrating Bealtaine At Home 2021

Bealtaine Festival

Established in 1995, the Bealtaine Festival is the world's first national celebration of creativity in older age and Ireland's largest co-operative festival. The festival takes place each May for the entire month. Through Bealtaine, we bring together older people and artists from all over Ireland and across generations to participate in arts and creative activities.

The success of Bealtaine can be measured by its prominence as a national festival and its central role in showcasing the arts and older people in Ireland. The festival has also been an inspiration for the development of international festivals including Luminate in Scotland, Gwanwyn in Wales, The Age of Creativity in England and ARMAS in Finland.

As the Covid-19 pandemic continued, in 2021 Bealtaine took place online as Bealtaine at Home. Despite the difficulties for festival organisers around the country, there were 303 registered national events across all artforms, including a huge presence

of Nursing Homes (144) due to the first National Arts in Nursing Homes Day initiative. The in-house festival content was just as diverse with overall 70 events in literature, discussion, music, theatre, visual art and film (as well as workshops). There was also a great focus on discussion and debate, with three curated Bealtaine discussions and a number of other discussions linked to Bealtaine projects (i.e. Na Cailleacha and How Are You). The participatory workshop aspect of the festival also increased enabling people to take part in bespoke active creative workshops in music, visual arts and writing. Our partnerships with national cultural institutions and organisations to curate special Bealtaine Events continued through fourteen separate Roots and Shoots events. Finally, we produced four new commissions: How Are You by Ceara Conway, Little John Nee on his Telephone, As if Trying Not to Own the Earth by Instant Dissidence, and LIVESTOCK: Viral, by Frances Fay and Dr. Katherine Nolan.

Bealtaine at Home - Evaluation

We learned many things from the 2021 Bealtaine Evaluation, not least of which was the fact that our strategic aims for Bealtaine, hinging on creating access to and representation in the arts for older people, while also targeting disadvantaged and hard to reach communities, were fully shared by our national partners. Importantly, this factor underlines a common commitment and understanding between our work and Bealtaine organisers around Ireland. Similarly, we learned that over half of the local organisers around the country would not organise events without Age & Opportunity's coordination of the Bealtaine Festival and similarly, that Bealtaine's reputation was an intrinsic draw for participants in coming to events.

We know that women and older people got more out of the Festival and perhaps unsurprisingly, those who attended more events enjoyed the Festival even more. Given the online and thus challenging platform for some Bealtaine audiences, it was good to see that the vast majority of attendees stayed

until the very end of the events they attended (and even those that left did so for technical/personal reasons). Finally, and critically, given the Covid-19 landscape, people who came to Bealtaine felt more connected to their communities, despite having to connect online.

Bealtaine AT HOME - Summary of key evaluation outcomes

As with previous years, overall audience research demonstrates that the Festival achieved the Festival's stated participation outcomes. Audiences reported that they felt more artistic/creative (74%), more confident (55%), more connected to their communities (80%) and more likely to engage with the arts again (83%).

Furthermore, results indicated that Bealtaine 2021 contributed to the overall aims of Age & Opportunity, with audiences reporting that participating in the Festival made them feel more visible (58%), more positive about ageing (65%) and gave them an increased sense of well-being/happiness.



Bealtaine Ambassadors

Due to the Covid-19 pandemic, our Bealtaine Ambassadors initiative was inactive in 2021.

Development work

Our Arts programme has been supporting the development of older arts audiences and participants since Cultural Companions was established in 2011. More recently, with the development of our Artists in Residence in Care (ARCS) initiative, the Arts programme has vastly expanded its work by developing new ways to support the arts and older people in Ireland. Specifically, it has developed initiatives which resource older arts participants, audiences and artists, as well as arts organisations who work with older people.

As above, our arts development work aims to create greater access to and representation in the arts for older people and raise the standard, knowledge-base and visibility of older arts participation in Ireland.

There are three strands to this work:

- artist development activities;
- audience development activities;
- arts practice/organisational development activities.

Artist Development Activities

This strand aims to support the careers of older professional artists and offer them more opportunities to develop and show work.

Visual Arts Professional Development with VAI / and RHA

As in previous years, we worked with Visual Artists Ireland, the RHA and RHA School to hold an event that supported older artists through information sessions, networking and mentoring.

Visual Arts Professional Development at KCAT

The KCAT (Kilkenny Collective for Arts Talent) partnership offers Bealtaine the chance to directly engage with a dedicated and open-access life-long learning initiative and a programme, Engagement at KCAT, which forges partnerships between artists with learning disabilities and professional artists of different backgrounds and skills. Engaging in arts initiatives that involve disadvantaged older people is a key objective for our Arts programme. The 2021 resident artists were Peter Young and Saturio Alonso.





Artists Residencies

Care Hubs of Arts Excellence (CAH) and Artists in Residence in Care (ARCS)

Over the course of 2020 and 2021, in the fifth year of the Artists in Residence in Care (ARCS) initiative and with the support of Creative Ireland, we developed a support structure around ARCS designed to create Care Hubs of Arts Excellence. The Care Hubs of Arts Excellence concept aimed to increase the knowledge and capacity of care settings to programme arts activities and work with professional artists in their settings and localities. The new components added to ARCS included new research into the arts in care for use by the artists and the care settings, and significant new training components directed at the staff of the care settings and the participating artists. Support work to link up the care settings with the arts infrastructure around them was also a component of the Care Hubs idea.

This initiative placed five performing artists across six care settings in Sligo, Donegal, Clare, Kerry, Kildare and Dublin; two sets of artists working in pairs across two care settings and one artist working across two settings. An independent evaluation was conducted and this will inform future iterations of the initiative.

Our Engage programme's Creative Exchanges training was directed at training participating artists and care setting staff, and Azure dementia-inclusive training was directed at arts personnel from the surrounding regions of the care settings. The care settings themselves were supplied with bespoke and locally oriented arts information resources and contacts. At time of writing, this initiative is nearing completion. The residencies were delivered by the artists using both online and offline approaches.

Artists and Organisations' Matchmaking

This initiative aims to match multi-disciplinary artists and arts organisations wishing to work with older people. It was piloted in 2020 with Tipperary Arts Office and became a joint Age & Opportunity/Tipperary / Roscommon Arts Office initiative in 2021.

Artists Networking and Training

In 2021, we developed a new initiative with Waterford Healing Arts Trust and West Cork Arts Centre called An Introduction to the Arts, Health and the Older Person (AHOP). This two-day event aimed to support and mentor artists who had some experience of working in health contexts and with older people and who wished to develop their understanding and skills in this area.

Supporting networks and best practice (Dance)

In 2021 we continued our supports for dance practitioners with Dance Ireland and Dance Theatre of Ireland in helping to create stronger networks of practitioners and organisations that support older audiences and artists through online networking, mentoring and learning events. This initiative culminated in an event called The Floor Is Yours.

Audience Development Activities

This strand is intended to encourage and facilitate more older people to participate in the arts.

Arts & Creative Charter for Older People

In 2021, we completed our public consultation in relation to an Arts & Creative Charter for Older People. The Charter sets out a national statement of intent in terms of working with and for older people in the arts in Ireland. We will pilot the new Charter in 2022/2023 following further sectoral consultation and the development of training resources.

Arts Access: Disability Equality & Older People Training Tool Kit

We also continued to develop a two to three-year initiative designed to support arts organisations in Ireland wishing to increase access for and engagement with older people. In partnership with Arts & Disability Ireland (ADI) we will assist arts venues in Ireland to think across demographics in relation to audiences – in older people and those with disabilities. Our aim is to develop a Disability Equality & Older People Training Tool Kit and/ or training programme that will work with our Arts & Creative Charter for Older People.

Cultural Companions Phone Buddy initiative

Our Cultural Companions initiative provides increased opportunities for older people to engage with Ireland's vibrant arts and cultural scene. It does this by creating local networks of older people interested in the arts and culture who accompany each other to events. In 2021, in order to address the inability of members to meet due to Covid-19, we continued to build on Phone Buddies, a new strand to Cultural Companions designed to generate discussion and sociability around the arts by posting art packs to Cultural Companions members and facilitating them to pair up by phone to discuss the content of the packs.

Arts Events Listings

In 2021 we completed the design of a new year-round arts events listings function for arts organisations who wish to showcase related events at any time of the year. This is being launched in 2022.

Organisation and Art Practice Development

This strand aims to support and inform arts organisations who prioritise (or wish to prioritise) older people and to raise the standard of arts practice more generally in the area of the arts and older people.

National Arts in Nursing Homes Day

This new initiative promoted the active participation of care homes in a 'National Day of Arts' during May (Bealtaine month). The aim of the initiative is to stimulate and encourage care settings to value and engage more with the arts so that artistic engagement is more commonplace in those settings. There were 144 care settings who participated in 2021.



Some online events from Bealtaine At Home 2021

The Gathering

The Gathering is an annual event which brings together our local and national partners for a day of networking, showcasing good practice, discussion and feedback on the festival.

In 2021 due to Covid-19 online fatigue, we decided to defer the Gathering to February 2022.



Research

Creative Enquiry: the Arts and Older People

In 2021, we continued to collaborate on the Cork City Council-led research project the Creative Enquiry: the Arts and Older People, in order to disseminate the findings of the research. The research project has resulted in a suite of documents, podcasts and recordings showcasing and supporting arts work with older people.

Framing Ageing

We completed our participation in UCD's Humanities Institute Framing Ageing initiative. This initiative was a "methodological exchange between geriatricians, gerontologists, humanities researchers, social scientists, and practitioners, who can benefit from transdisciplinary collaboration."

Arts Programme Our Year in Numbers

Arts Programme Statistics - Full year 2021	Number of initiatives	Number of events / workshops in each initiative	Engagements (views/attendances)
Total Bealtaine Age & Opportunity Curated events	39	70	8,552
Total events curated by national partners	n/a	303	316
TOTAL Bealtaine events	43	373	8,868
Development initiatives			
Arts & Creative Charter survey	1	1	376
Arts and Creative Toolkit for Care Settings (hardcopy rollout)	1	1	100
Care Hubs: Evaluation	1	1	
Care Hubs: Bernard McDonald Report	1	1	
Care Hubs: Azure	1	6	11
Care Hubs Residencies: Sligo	1	12	15
Care Hubs Residencies: Sligo Ending Event	1	2	14
Care Hubs Residencies: Killybegs	1	8	8
Care Hubs Residencies: Killybegs Ending Event	1	1	8
Care Hubs Residencies: Naas	1	24	12
Care Hubs Residencies: Naas Ending Event	1	1	22
Care Hubs Residencies: Clonskeagh	1	24	38
Care Hubs Residencies: Clonskeagh Ending Event	1	2	6
Care Hubs Residencies: Raheen	1	16	16
Care Hubs Residencies: Raheen Ending Event	1	1	14
Care Hubs Residencies: Castleisland	1	1	14
Care Hubs Residencies: Castleisland Ending Event	1	1	20
Creative Enquiry: Arts & Ageing Podcast	1	8	450
Creative Enquiry: Workshops	1	3	15
Cultural Companions	1	1	139
Cultural Companions Regional Network Meeting	1	1	5
Cultural Companions Mayo Meeting	1	1	10
Dance Development: The Floor is Yours	1	1	31
Evaluative Register	1	1	220
Experience: Arts, Health & the Older Person	1	3	14

Arts Programme Statistics - Full year 2021	Number of initiatives	Number of events / work- shops in each initiative	Engagements (views/ attendances)
KCAT residency	1	1	16
Matchmaking Tipperary	1	1	9
Matchmaking Roscommon	1	1	15
Phone Buddy	1	1	16
Professional Development Training with VAI and RHA (Sustaining Your Practice)	1	1	16
The Gathering			
Total development initiatives	30	127	1,630
Total including family and staff attendances			1,694
Focus Groups			
Arts & Creative Charter	1	4	12
Arts Access Initiative with ADI	1	2	11
Total Focus Groups	2	6	23
Total Development Initiatives (Incl Focus Groups)	32	133	1,717
Overall Total	75	506	10,585

Showcasing **Arts & Creative Charter for Older People**

The National Arts & Creative Charter in Ireland aims to increase and improve the experiences of older audiences, arts participants and artists in their engagement with arts organisations in Ireland. Over the course of two and a half years, a co-design group of arts organisations and older people has met to develop a series of six guiding principles and nine (organisational) commitments. This work was tested by a public consultation and further sectoral focus groups. As such, the Charter sets out both an organisational and a national statement of intent in terms of working with and for older people in the arts in Ireland.



| Research, pre Covid-19 image



Futher research, pre Covid-19 image

The following testimonial is from Maureen Murphy, one of the Charter Co-Designee:

"When you are young it's very easy to think that people in their 60s and older are 'past it'. And many older people grow into that expectation. I joined the Charter working group to help break that glass wall for both organisations and people in general.

Along with members of Age & Opportunity, the group consisted of several older individuals with experience in performance and the appreciation of the arts as well as representatives from several interested organisations.

The interactive process, discussions over zoom and written observations brought up a whole host of thoughts, fears and hopes for the future. It was a most fulfilling experience.

We are teachers and students, actors and listeners, pioneers and travellers.

Our voices speak through the Charter."

Showcasing **National Arts in Nursing Homes Day**



One of our core aims is to nurture and support the nursing home sector to create access to the arts for the people living in and visiting those settings. For this reason, in 2021 we partnered with Nursing Homes Ireland to develop a National Arts in Nursing Homes Day which aimed to promote the regular and meaningful arts engagement of older people in nursing homes and day care centres and to encourage them to celebrate Bealtaine, on the third Friday of May each year. In 2021, there were 144 care settings who participated, with an estimated 10 – 15 residents and additional staff attending each event.



The following testimonial is from St Anne's Nursing Home in Ballybay, where Mamo McDonald (former first Chairperson of Age & Opportunity) lived.



“The residents here in St Anne’s Nursing Home in Ballybay had really embraced their artistic skills during Covid-19 and along with our Activities Coordinator Martina created some lovely pieces for the occasion. Even those who would struggle with their dexterity and fine motor skills got involved by painting the bigger display boards.

We celebrated the day with an afternoon of music, poetry, song, dance and an exhibition of the residents’ work. Due to Covid-19 restrictions relatives couldn’t attend but they were sent videos and photographs from the day. There was a great atmosphere and a number of the residents performed their own party pieces.

The highlight of the day for many was the poetry recital from our own Mamo Mc Donald (RIP) who had initiated the very first Bealtaine programme 26 years previous. From 1995 to 2010, Mamo led the growth of the festival and had participated every year since. Despite being in failing health, she got dressed up for the occasion and recited a poem she wrote as part of the Bealtaine Poets Group called Wild Geese 1944. She had a captive audience and everyone looked on in admiration as they were all aware of the effort it took her to recite the poem. Anyone that knew Mamo would be aware that she was a very determined lady who didn’t give up easily. The day was finished off by Mamo reciting another poem “Growing Old Disgracefully” which as she said herself was more of a finishing one than a starting one. This was Mamo’s last party but right up until the end she never lost her sense of humor.

This year in St Anne’s the residents are involved in another Art project called “A Memory of Water” which is funded by Creative Ireland, celebrating Creativity In Older Age. We will be working with local artist Orlagh Meegan Gallagher and hope to have an exhibition of the residents’ art in Ballybay later in the year.”

Age & Opportunity **engage**

**What we want
to see for older
people**

**An Ireland where all older people can be more active;
more visible; more creative; more connected;
more confident; more often.**

The Age & Opportunity Engage programme offers a range of learning initiatives, courses and workshops for our own personal development, our resilience and dealing with life changes as we age.

We also facilitate opportunities for playing an active role in our community and encouraging community development.

2021 presented us with additional opportunities to explore the effects of Covid-19 and the policy of cocooning on the lives of older persons in Ireland and to carry out research on digital access for older persons. The experience of the previous year, as we moved to online delivery, demonstrated to us that there were issues for some older persons and we wanted to explore this in greater detail.

Why we run our Engage Programme:

Lifelong learning results in a range of positive outcomes including an enhanced sense of connectedness and quality of life and wellbeing.

While delivering courses online we realised that our core messages for promoting wellbeing and resilience remained the same: keep connected, keep moving (physically, mentally and emotionally) and nurture ourselves, and others, as much as we can.

In many instances, the online nature of our course delivery allowed persons from all over the country to come together, from the comfort of their homes, in ways that probably would not have happened if we had been delivering in-person.

Online resources during Covid-19

Each of the Age & Opportunity programmes developed online resources for people to access from their homes. These are all available on the Age & Opportunity YouTube channel and Facebook page. Following on from the success of our art-making at home pilot in 2020 we developed art-making kits to be delivered to older persons all over the country and commissioned arts facilitator Tom Meskill to record a series of videos based on the live classes that we had developed in 2020. The live classes were attended on a weekly basis in 2020 by a group of 17 people who had also received art-making kits.

We sent links to the videos on a weekly basis to the group of 85 persons who had signed up. This was made possible with funding from Creative Ireland and demonstrated the value of this approach in facilitating art-making and creativity at home.

Participants commented that having access to the recorded videos meant that they could work at their own pace and at times that suited them. The kits contained all the materials needed to follow the series of videos. This is an initiative we would like to develop as its flexibility is beneficial to participants. An independent evaluation was conducted with a 'Most Significant Change' approach and this will inform future iterations of the initiative.

Family carers

One of the impacts of the pandemic was the closure, or reduction in provision, of day care and respite services for persons living with disabilities and persons with other care needs, thereby increasing pressure on carers. We approached Family Carers Ireland

to suggest that we could deliver an adapted version of our Changing Gears course combined with a physical activity session to carers, as a way to alleviate some of the additional stress.

This was funded by Sport Ireland through the Covid-19 Grant Scheme. The combination of resilience and physical activity was a success and we will continue to explore this approach in 2022.

Changing Gears - promoting resilience in later life

The Changing Gears course is usually delivered over six morning or afternoon sessions. It promotes a model whereby we recognise what has helped us in life so far, what supports/resources we already have and what we may need going forward. Rather than working from a deficit model, we focus on the assets we already have in our lives. These may include supportive friends and family, our paid work and volunteering (if appropriate), our life circumstances in general and the community resources available to us.

Planning for the next stage in life, whether that is retirement, living with chronic illness or mid-career review, is an opportunity to reflect on what has served us well, what we may wish to leave behind and identify what, if anything, we need going forward.

We contracted two additional facilitators as members of our Engage facilitator panel. We were delighted to welcome Johanna Martyn and Teresa O'Brien as independent contractors. Both of them have extensive experience in training and facilitation and began delivering Changing Gears courses in 2021.



Tom Meskell Art Making at Home series

We also completed our Changing Gears delivery as part of the Sláintecare Integration Fund. We reported last year that a key challenge with this initiative had been the need to move to online delivery due to the pandemic and this resulted in some participants being unable to continue as they lacked the resources to take part in an online delivery. This resulted in further recruitment on a national basis.

The Sláintecare delivery was evaluated by an external consultant appointed following a public tendering process.

Key findings include:

In relation to one of the key aims of the initiative - building confidence in the ability to cope with changes in the future – analysis of the data showed a significant difference between participants at baseline and at follow-up which can be attributed to participation in the initiative. Participants were also significantly more likely to feel confidence in their ability to maintain or build social contact in the future. The value of this initiative was clearly evident in the responses of participants during the focus group discussions. Despite the fact that the Covid-19 lockdown required a change to online delivery, a delivery mode that

would not generally be considered appropriate or attractive to an older cohort, participants quickly adapted. This was attributed, by participants, to the skill of the presenters in providing “engaging” and “thought-provoking” content and quickly building rapport between participants.

For many participants the initiative provided a lifeline, a connection to others during a time when they were at their most isolated.

Expansion of the initiative to the original target groups (vulnerable older people living with serious health limitations), as well as to additional cohorts, such as those who are geographically isolated, through the use of hybrid delivery methods, could provide further evidence of the value of the initiative for a wider group of older people and people interested in preparing for life changes necessitated by ageing or ill health.

We hope to be in a position to deliver in-person courses to the participants from the original cohort who had been unable to take part in the online delivery that was necessitated by the Covid-19 health restrictions.

Working with people with Intellectual Disability

We had the privilege of working with three groups of adults with intellectual disability via the Roscommon LEADER Partnership, who funded us to deliver the courses. The members of the groups demonstrated great ability to participate with online delivery as we focused on building their skills for active citizenship in their local communities. There was a significant interest in environmental issues and volunteering among the participants. The quotes below summarise the experience:

“Thank you sincerely for the workshop yesterday. The Ábalta Ros Comáin participants and team really enjoyed the workshop. Thank you for facilitating this opportunity for us.”

“The group were diverse in their abilities, but they all enjoy the interaction.... It's great for them to meet new people albeit through zoom, and we do appreciate your time in working with them. There is a lot of zooms and training going on at the moment, which it's great and that they are engaging so well. I look forward to working with you again, and hopefully get a project going with them”.

Emerging from Covid-19

Older Voices Kildare (OVK) published a request for tenders to deliver support to groups of older persons in three locations in Co. Kildare. Our Engage programme team was successful in securing the tender and the courses will be delivered in 2022.

Is Ageism ever Acceptable?

We were successful with an application to the Irish Human Rights and Equality Commission for funding to host a series of citizen assemblies for older persons to reflect on the

impact of the cocooning policy for persons who were aged 70+ in response to Covid-19.

Azure

Age & Opportunity was one of the founder members of the Azure Network, in partnership with the Irish Museum of Modern Art (IMMA), the Alzheimer Society of Ireland (ASI) and the Butler Gallery. We collaborate with galleries and museums to facilitate and optimise access and experience for people living with dementia. The training is based on the methodology developed by the Museum of Modern Art (MoMA) in New York City for their “Meet Me at MoMA” programme.

Azure tours give persons living with dementia, and those close to them, the opportunity to participate in dementia-inclusive art-viewing tours. These have been online tours since the first wave of Covid-19 in March 2020.

Laois County Arts Office commissioned a foundation facilitator training with funding from Creative Ireland and we delivered this to arts facilitators from across the county and some members of the Visitor Engagement Team at IMMA.

Azure has also benefited, over a number of years, from support from Understand Together (the HSE national programme for promoting awareness and inclusion of persons living with dementia). In 2021, we delivered the foundation training to arts facilitators living in the five Dementia Friendly Counties.

This means that we have now trained more than 65 arts facilitators in counties Clare, Donegal, Dublin, Galway, Kerry, Kildare, Laois, Louth, Mayo, Sligo and Wexford. We are getting closer to realising the Azure Network vision of access to Azure experiences on a national basis.

Art, Literature and Spirituality

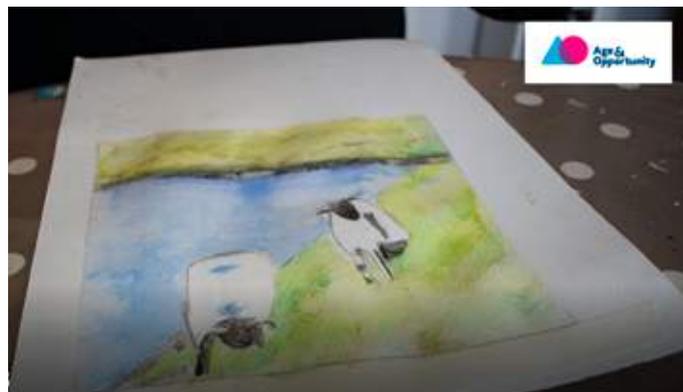
We piloted this course in 2019 and we continue to deliver it since then. In 2021 we had three courses with sixty participants in total. The combination of literature, reflection and peer sharing is clearly meeting a need for people of faith and people who do not ascribe to a particular faith path.

Influencing Public Policy

One of our key areas of work in influencing public policy has been our Get Engaged initiative through which we seek to support the continued development of the national Age Friendly Ireland Programme. Following consultation with one of the Regional Managers, we decided to address the issue of digital access among older persons. Digital access refers to a number of aspects; for some older persons it is caused by a lack of suitable devices like a smart phone or tablet/laptop which may be due to lack of finances. For others it may be due to poor broadband infrastructure where they live and for many older persons it is due to a lack of skill and familiarity with using online tools.

We applied to The Community Foundation for Ireland's Comic Relief Fund for funding to carry out a piece of research on "Exploring the challenges of digital inclusion among older persons" in counties Clare, Donegal, Dublin (Fingal), Kerry and Kildare. Age Friendly Ireland partnered with us and the support of the Programme Managers in the 5 counties was invaluable.

The research was conducted during 2021. The findings will be published in 2022. (There is more detail of this initiative in the show case section).



Tom Meskell Art Making at Home series

National Partnerships

Age Friendly Ireland has been a significant partner over many years and we were delighted that they agreed to collaborate with us in our application to the Community Foundation Ireland Comic Relief fund. The support of the Age Friendly Programme Managers facilitated us in recruiting peer researchers in counties Clare, Dublin (Fingal), Donegal, Kerry and Kildare and the roll out of the research.

Our partnership with Trinity College Dublin continues via our commitment to the PPI Ignite programme. This informed and significantly influenced the development and delivery of the Comic Relief funded research initiative on digital access among older persons.

European Projects

Our Europe for Citizens funded initiative "Get Engaged for Europe" with partners in Bulgaria, Italy and Netherlands was postponed due to Covid-19. In 2021, the Italian partner had to leave the collaboration due to pressures of other commitments that were exacerbated by Covid-19.

We were fortunate to recruit a replacement partner and a Spanish partner, Fundación Albiar, joined us towards the end of 2021. The train the trainer work package was re-scheduled to 2022 and it is envisaged that the initiative will be completed in October 2022.

Engage Programme

Our Year in Numbers

Initiatives	Number of initiatives	Number of workshops in each initiative	Number of engagements
Ageing with Confidence	1	3	43
AgeWise	1	2	28
Changing Gears for Sláintecare Integration Fund	10	25	101
Changing Gears (other)	8	43	92
Literature & Spirituality	4	10	60
Art Making at Home - Tom Meskell videos live sessions	1	8	17
Art Making at Home - Tom Meskell video links	1	8	83
Azure delivery	2	12	23
Focus groups	2	6	85
IHREC funded Citizens Assemblies	1	5	56
Comic Relief funded Digital Access researchers	1	2	16
Comic Relief funded Digital Access respondents	1	0	896
Bespoke training for Roscommon LEADER Partnership	1	4	24
Food for Thought Campaign (recipes on Facebook)	1	19	14,108
TOTAL Engage Programme	35	151	15,632

Showcasing **Citizen Assemblies** “Is Ageism ever Acceptable?”

What are The Citizen Assemblies?

We applied to the Irish Human Rights and Equality Commission (IHREC) for funding to facilitate a series of conversations with older persons about their experiences of the cocooning policy introduced as a Covid-19 risk reduction policy for persons aged 70+. Due to the ongoing pandemic in 2021, we hosted online, rather than regional in-person, assemblies. We had proposed to host four regional assemblies and in the end, we hosted five online assemblies, one of which had Irish Sign Language (ISL) interpretation.

To begin the conversation, we commissioned a short video featuring three women and three men from urban and rural backgrounds, all of whom were recruited on social media. The video is available on the Age & Opportunity YouTube channel and can be viewed here:

<https://www.youtube.com/watch?v=BMXifc8GK6U>



Participants in the video
“Is Ageism ever Acceptable?”

Participant in the video
“Is Ageism ever Acceptable?”



What did we learn?

“The Government needs to be told in no uncertain terms that older people’s rights have definitely been infringed to a large degree.” (quote from participant)

In general,

- Participants said that ageism is intrinsic to Irish society.
- Participants saw ageism as the driver of the attitudes and restrictions applied to older people by both Government and the population at large during the pandemic.
- These attitudes and restrictions stressed their vulnerability, stripped away their agency and undermined perceptions of their decision-making capacity. Many of the participants felt that cocooning gave permission to other people, including their adult children, to restrict their choices and sense of independence.
- Several felt that the pandemic had reversed the gains of recent years concerning perceptions of older age and the inclusion and contribution of older people: “It took years to stop all the patronising and talking down to us”, (quote from participant) and they felt that the gains had been lost and older persons are increasingly seen as vulnerable.
- Participants felt prevented from volunteering or playing any kind of active role, they saw their exclusion as proof that they and their contribution were considered expendable.

“You don’t lose your brain when you are 70. If you classed any other group of people [as vulnerable] and told them what to do, [people] would be enraged.”

There was a strong feeling that older persons had not been consulted when the cocooning policy was being developed:

“Nobody ever asked us; we were never asked about our right to work, our right to participate in family life or the right to say goodbye to our loved ones.”

Showcasing **Research study on digital access among older persons**

What is this?

Age & Opportunity became aware of the disparity between some sections of the older population in Ireland in terms of access to, and use of, digital technology when we had to move our delivery from being in-person to online-only due to Covid-19 restrictions. In one initiative, we lost many participants because they lacked the resources to take part in an online course.

We received funding from the Community Foundation of Ireland's Comic Relief fund to carry out the research in partnership with Age Friendly Ireland. We liaised with Age Friendly Programme Managers in counties Clare, Dublin (Fingal), Donegal, Kerry and Kildare to recruit 20 older persons as peer researchers (4 per county), who would interview 200 older persons per county.

We appointed Seamus Mullen of Straightforward Research and Design (SRD) following a public tendering process. An underlying principle of our approach in research is Personal Public Involvement, sometimes referred to as Patient Public Involvement (PPI), and Seamus facilitated this throughout the entire process with support from Age & Opportunity staff.

Our commitment to PPI means that we wanted the peer researchers to be part of the development of the research instrument and they played a significant role in this.

Our original target had been 20 peer researchers and a 1,000 persons taking part. We achieved a very robust total of 896 interviews carried out by 17 peer researchers.



DIGITAL DISCUSSIONS

A Peer Led Research Study

We will be publishing the report in the summer of 2022. Some of the recommendations include:

- Make PPI standard practice for research and action planning to address digital exclusion. Including peer researchers in this project enabled a more nuanced understanding of the complex range of interrelating factors driving digital exclusion for older people throughout Ireland.
- Focus on motivation/end user benefit across all three aspects of the research for computers, mobile phone and broadband ownership.
- Focus efforts on motivation for computer ownership to older people aged over 80 years.
- Focus training for respondents aged in their 70s. Promotion of basic training may require inclusion of and focussed promotion on confidence building components to encourage new entrants to take first steps to attend.

We will continue to collaborate with Age Friendly Ireland in sharing the findings and developing the recommendations.

Corporate and Public Affairs

Policy, Research and Evaluation

What we want to measure, inform and influence for older people:

An Ireland where all older people can be more active, more visible, more creative, more connected, more confident, more often

Our Policy, Research and Evaluation work underpins and supports our Arts, Active and Engage programmes through:

- Configuring the development of robust evaluation models which allow us to measure and report on the impact of our programmes and the social return on investment that we are providing;
- Configuring the work of Age & Opportunity in research frameworks to highlight our effectiveness and our capacity to support public policy development;
- Increasing our sustainability and impact by making best use of the organisational experience, insight and evidence to influence how policy is created from international to local levels and how it is implemented in practice in older people's lives.

During 2021 our work was informed by three policy priorities reflecting our strategic aims, underpinning our programmes of work and our engagement with all external stakeholders.

- More active, visible, creative, connected older people in care settings;
- Meaningful partnerships with older people;
- Raise consciousness of and challenge ageism, particularly ageist language and imagery.

Following the consultation process for the development of our Strategic Plan 2021-2023, we then undertook an extensive collaborative process to review our policy priorities. This involved consultation with older people, Age & Opportunity staff and board and our Policy, Research and Evaluation Advisory group.

We are nearing completion of this work and it will create new policy emphases from early 2022.

Over the last few years we have continued to increase our capacity to conduct and collaborate in research activities. To further this work, and also to support our policy of meaningful partnerships with older people, we established a personal and public involvement (PPI) group in 2021. This group is comprised of older people who are 'experts

by experience' and who will be involved in our research and evaluation activities and collaborative research projects with other organisations.

We also used PPI as a core principle in our 2021 research to investigate factors influencing digital poverty and its effects on older people. We received funding from the Community Foundation of Ireland's Comic Relief Fund and in association with Age Friendly Ireland, we commissioned Straightforward Research to assist us in developing a PPI model which enabled peer researchers across five counties to interview a total of 935 older people. We subsequently secured Sport Ireland funding to use this PPI model to conduct peer research about how older people use public space for physical activity during 2022.

The Covid-19 pandemic continued to present us with both challenges and opportunities. Reflections on whether the policy of cocooning based on being 70+ was inherently ageist and whether the human rights of older people were compromised by the national response to Covid-19 continued in the form of our IHREC funded citizens' assembly discussions informed by an independent policy analysis. This work will continue into 2022.

Following the publication of our report 'Locked In, Locked Out, Locked Up: The impact of Covid-19 on physical activity in older people's groups' in March 2021, specific policy recommendations were highlighted in communications to relevant government departments and Oireachtas Committees. A short version was also produced and disseminated back to all of the groups who were invited to participate in the research. In December we re-convened our Covid-19 Stakeholder Group to further the recommendation to review our Physical

Activity Leaders (PALs) initiative. Preparations are being made to begin this work in 2022.

During 2021 independent evaluations on initiatives funded by Creative Ireland, the Sláintecare Integration Fund and Sport Ireland were managed to completion and evaluations funded by Europe for Citizens, Sport Ireland, Healthy Ireland and IHREC continue into 2022. Formative evaluations of proposed initiatives continue to help develop evidence based initiatives across all of our programmes.

During 2021 we continued to raise organisational capacity in relation to ongoing evaluations including the upskilling of staff to use logic models and online survey software. We also continued to revise our evaluation frameworks. We evaluated the impact on participants and organising partners of the 2021 Bealtaine Festival, continued process evaluations of initiatives across the three programmes and completed a Social Return on Investment practitioner training course in order to improve capacity to assess and demonstrate the impact of our programmes.

Looking outwards, although opportunities to network were somewhat limited by the pandemic, we continued to be an active contributor to many stakeholder fora throughout the year. We also sought out and responded to many opportunities for action and awareness raising and ensuring greater visibility and consideration of older people. We consulted with and advised a wide range of stakeholders including government departments, academic institutions, NGOs and statutory bodies throughout this challenging year.

Communications

Communications activity is core to the operation and continued existence of our organisation. We refreshed our Strategic Plan in 2021 and have set our strategic objectives for the next three years. Our organisational communication underpins all four key strategic themes in our Strategic Plan (2021 – 2023) by:

- building understanding and awareness of our work, to engage and grow support for our initiatives;
- creating opportunities for older people to have their voices heard by relevant policy and decision makers;
- engaging strategically with partners, programme participants and older people to advance our stated vision and mission in a sustainable and effective way;
- shaping informed, compelling and targeted goals for relevant policy and decision makers;
- developing and delivering programmes which promote community development and enhance the ageing experience;
- celebrating and profiling diverse stories of ageing.

All these activities are critical to our engagement with and reporting to funders, partners and all of our stakeholders, which in turn increases the sustainability and continued existence of the organisation.

Once again, 2021 was not a normal year for anyone due to the Covid-19 pandemic. However, throughout 2021 we continued to build on our profile across print, broadcast and online media as the voice of positive

ageing in Ireland. We had 249 media pieces throughout 2021, with an audience reach of 10,237,917.

Some of our PR highlights include articles in The Irish Examiner and The Irish Independent, and regional print and broadcast media throughout the year. We grew the Age & Opportunity social channels (Facebook, Twitter, Instagram and LinkedIn) by 9% to 57%, and we grew the Bealtaine Festival social channels (Facebook, Twitter and Instagram) by 9% to 29%. We started using the Google Ads Grant for non-profits in January 2021. Google is the most popular way for people to land on our website so the Google Ads Grant enhanced this throughout the year. The homepage was the most popular page on our website every month of 2021, and from February to December the second most popular page on the website was always one of the three programme pages; Arts, Active or Engage. We are directing people to these pages using the Google Ads Grant.

Improving our understanding of the needs and views of older people

The focus of our Strategic Plan 2021 – 2023 is on continuing to improve our understanding of the needs and views of older people, and building our communication and feedback processes with them. Covid-19 was an unexpected occurrence that changed the lives of people worldwide, and which heavily influenced our work. During the pandemic, we continued working to provide and develop critical programmes and initiatives addressing the ever-growing challenges and opportunities presented by ageing, including new and emerging concepts like cocooning.

Digital Communications

In 2021 we continued to develop our digital communications, raising issues concerning contemporary ageing and ensuring older people are visible and their voices heard in today's crowded media environment.

We communicate with our stakeholders across many channels and touchpoints and our Age & Opportunity website is a growing area for those who want to find out more about us, and access a programme that may benefit them or someone they know. As this technology changes we continually review our site, the content, visited pages and seek to improve and build on the information provided and the most user friendly and accessible way to present it.

We continue to monitor and view analytics on the Age & Opportunity website in order to see what is working and what content is most popular with our users. Our statistics for the website from January to December 2021 are:

- Total number of users – 42,219
- Total number of page views – 98,629
- Total number of sessions – 51,010
- Average time on page – 1.33 minutes

In January 2021 the updated Bealtaine Festival website went live, and we recorded figures from February onwards for it. We transferred the Bealtaine Festival website to WordPress and updated the design and functionality. Our statistics for the website from February to December 2021 are:

- Total number of users – 26,289
- Total number of page views – 116,857
- Total number of sessions – 33,373
- Average time on page – 1.57 minutes

CRM System

In 2021 we continued the phased implementation of our Customer Relationship Management (CRM) system. The CRM (Customer Relationship Management) system will work across the organisation and all departments and to help give us a better picture of how, and where, our programmes are being used by older people, and to use the feedback we receive to continue to develop pioneering programmes for us all as we age.

The Alliance of Age Sector NGOs

Our original NGO alliance, Active Ageing Partnership, which was a collaboration of Active Retirement Ireland, Age & Opportunity and Third Age Ireland from 2013 to 2017, has grown significantly over the past number of years and has expanded into the Alliance of Age Sector NGOs.

This Alliance brings together seven NGOs making a difference for older people in Ireland: Age & Opportunity, Active Retirement Ireland, Alone, the Alzheimer Society of Ireland, the Irish Hospice Foundation, the Irish Senior Citizens' Parliament, and Third Age.

The funding which drove Active Ageing Partnership originally and then the Alliance came from the Atlantic Philanthropies, and further funding has been secured from the Community Foundation for Ireland.

As stand-alone organisations, the seven Alliance members continue to provide vital programmes and services for older people, build the capacity of older people to participate in their communities, and advocate for better policies, services and supports.

Together, as an Alliance of seven national organisations, we collaborate to combat ageism and to seek action on the specific issues that make older people's lives more difficult than they need to be. We work together to support Ireland in becoming a better place in which to grow older.

The Alliance is committed to collaborative leadership and the pooling of our capacity and resources to maximise our collective impact.

Standing meetings of the Alliance are held on a bi-monthly basis. These meetings are attended by the CEOs of the seven member organisations together with the Alliance's Independent Chair, John McAdam and Coordinator Hugh O'Connor. A number of thematic working groups also convene to progress specific actions.

Throughout 2021 we have worked with the other Alliance organisations to develop the following asks from Government:

- Institute a coherent system of supports so that older people can stay in their own homes to end of life, as so many want to do;
- Take ageism seriously and implement a well-resourced and meaningful programme of action to counteract it;
- Appoint a champion with a cross-Departmental brief to prioritise older people's issues across the board and resource the active implementation of the National Positive Ageing Strategy (2013);
- Establish an Independent Commissioner or Ombudsman for Older People, similar to that in Northern Ireland.

It is our hope, by the next International Day of Older People – 1st of October 2022, we will have seen significant progress on some of these key issues.

Governance and Structure

Governance

Age & Opportunity is governed by a Constitution.

Our Board and CEO are committed to maintaining the highest standards of corporate governance. Trustees, all of who are non-executive and independent, are drawn from diverse backgrounds and bring a broad range of experience and skills to the Board's deliberations.

There are clear distinctions between the roles of the Board and the executive management team. The Board is responsible for providing leadership, setting overall strategy and monitoring budgets and outcomes of the organisation. The Board is also responsible for identifying the risks affecting the organisation and ensuring procedures are in place to reduce and manage the major risks identified. The Board is committed to working effectively, behaving with integrity and being transparent and accountable. There are currently 10 Trustees. The Trustees bring to the Board their significant policy, financial, business and decision-making skills gained in their respective fields together with a broad range of experience and views.

The day to day management is delegated to the CEO. The CEO leads the Senior Management Team in implementing our vision, mission and strategic plan, and prepares and presents policies, business plans and annual financial budgets and

management accounts for consideration and approval to the Board. There is a schedule of matters reserved to the Board for decision and a schedule of matters delegated to the CEO.

We held six Board Meetings in 2021. We also held six meetings of our Finance, Governance, HR, Quality, Safety and Nominations Committee and four meetings of our Audit and Risk Committee.

We are fully compliant with the Charities Regulatory Authority's Governance Code and the Governance Code for Sport as a Type C organisation, and our various funders' governance requirements.

This was evidenced during 2021 as we were selected for audit by Sport Ireland, one of our core funders, and we were delighted to secure the highest level of assurance, 'Excellent Assurance' in the audit report.

A range of significant risks facing Age & Opportunity have been identified. These risks are detailed in our formal Risk Register. We continued, at our Audit and Risk Committee meetings, Finance, Governance, HR, Quality, Safety and Nominations Committee meetings and Board meetings throughout 2021 to evaluate these risks and will ensure that all actions and initiatives undertaken manage these challenges proactively, with risk mitigation actions being identified and implemented without delay, so that our mandate to our participants can be pursued and effectively delivered.

Board, Committees and Advisory Groups

Board

Our Trustees are:

- Ita Mangan (Chair)
- Mairead Egan
- Josephine Feehily
- Claire Kelly
- Mary Kelly
- Catherine Marshall
- Paul Murray (resigned on 22nd November 2021)
- Tony McCarthy
- Helen O' Donoghue
- John Kerrane (joined on 26th July 2021)
- Peter Smyth (joined on 26th July 2021)

Board Committees

Finance, Governance, HR, Quality, Safety and Nominations Committee

The primary responsibility of this Committee is to assist the Board in fulfilling its responsibilities for ensuring proper accounting and corporate governance procedures in the organisation. The Committee carries out its responsibilities mainly through regular contact with the CEO, the Financial Controller and with other members of the Senior Management Team. The Committee may investigate any matter falling within its terms of reference, calling on whatever resources (including outside professional advice) and information necessary to do so.

Its members are:

- Mary Kelly (Chair)
- Claire Kelly
- Ita Mangan

Audit and Risk Committee

The primary responsibility of this Committee is to assist the Board in fulfilling its responsibilities for ensuring proper accounting, financial reporting, proper internal controls and procedures in the organisation. The Committee carries out its responsibilities mainly through regular contact with the CEO and Financial Controller and the external auditors.

The Committee is responsible for recommending the appointment of auditors for approval by the Board.

Its members are:

- Catherine Rogers (Independent Chair)
- Ita Mangan
- Tony McCarthy

Board meetings

Trustee	15/02/21	29/03/21	24/05/21	26/07/21	27/09/21	22/11/21	Attendance
Ita Mangan (Chair)	✓	✓	✓	✓	✓	✓	6/6
Mairead Egan	✓	✓	✓	X	X	✓	4/6
Josephine Feehily	✓	✓	✓	✓	✓	X	5/6
Mary Kelly	✓	✓	✓	X	✓	✓	5/6
Catherine Marshall	✓	✓	X	✓	X	✓	4/6
Tony McCarthy	✓	✓	✓	✓	✓	✓	6/6
Paul Murray	✓	✓	✓	✓	✓	✓	6/6
Helen O'Donoghue	✓	✓	✓	✓	✓	✓	6/6
Claire Kelly	✓	✓	✓	✓	✓	X	5/6
Peter Smyth	n/a	n/a	n/a	✓	✓	✓	3/3
John Kerrane	n/a	n/a	n/a	✓	✓	✓	3/3

Finance, Governance, HR, Quality, Safety and Nominations Committee Meetings

Trustee:	01/02/21	15/03/21	10/05/21	12/07/21	27/09/21	08/11/21	Attendance
Ita Mangan	✓	✓	✓	✓	✓	✓	6/6
Mary Kelly (Chair)	✓	✓	✓	✓	✓	✓	6/6
Claire Kelly	✓	X	✓	✓	X	✓	4/6

Audit and Risk Committee Meetings

Member:	26/04/21	17/06/21	20/09/21	08/11/21	Attendance
Ita Mangan	✓	X	X	✓	2/4
Catherine Rogers (Chair)	✓	✓	✓	✓	4/4
Tony McCarthy	✓	✓	✓	✓	4/4

Organisational Advisory Groups

We have four organisational Advisory Groups.

They are comprised of a wide range of stakeholders with an interest in encouraging the active participation of older people in sport and physical activity, arts, civic engagement, and policy, research and evaluation. Their role is to provide expert advice on our strategic themes and objectives, guidance on innovative approaches to encouraging participation of older people in our programme areas. They also provide guidance on innovative approaches to encouraging participation of younger older people (from 50+) and marginalised older people in our programme areas. In addition, they provide guidance and support in the further development of partnerships, guidance and advice regarding European funded projects, funding and sustainability generally and guidance on action based research opportunities and health and wellbeing.

Active Programme Advisory Group

- Robert Grier (Chair)
- Tony McCarthy, Age & Opportunity Trustee, PAL Representative
- John Kerrane, Former Lecturer in the School of Health and Human Performance, DCU
- Emma Jane Clarke, Partnerships & Governance Manager, Sport Ireland
- Professor Liam Glynn, Professor of General Practice, Graduate Entry Medical School, University of Limerick
- Marian Mooney, Active Programme Physical Activity Leader (PAL), Bunbrosna/Multyfarnham/Ballinafid ARA

Arts Programme Advisory Group

- Catherine Marshall, (Chair) Age & Opportunity Trustee and Curator and Art Historian
- Lorraine Comer, Head of Education, National Museum of Ireland
- Ailbhe Murphy, Director, Create
- Helen O'Donoghue, Senior Curator & Head of Education & Community Engagement & Learning Programmes, Irish Museum of Modern Art
- Brendan Teeling, Deputy City Librarian, Dublin City Council
- Dominic Thorpe, Visual Artist

Engage Programme Advisory Group

- Mairead Egan, Chair, Age & Opportunity Trustee and Retired School Principal
- Colm Kilgannon, Lecturer and Strand Leader, ALBA Programme, DCU - All Hallows Campus

- Janet Gaynor, Co-Chair of Donegal OPC, trainer and facilitator, retired from the HSE

Policy, Research and Evaluation Advisory Group

- Fionnuala Hanrahan, (Chair) and Retired County Librarian
- Dr. Austin Warters, Manager of Older Persons Services, HSE CHO 9
- Dr. Jane O'Kelly, Chair BSc in Education and Training, Assistant Professor School of Policy and Practice Institute of Education, DCU St. Patrick's Campus
- Professor Kieran Walsh, Professor of Ageing and Public Policy and Director of the Irish Centre for Social Gerontology, NUIG

Staff Members:

- Karen Horgan, CEO

Operations and Programme Support:

- Melissa Byrne, Communications Manager
- Anne Carroll, Communications Assistant
- Mary Harkin, Policy, Research and Evaluation Manager
- Lasarine O'Carroll, Financial Controller
- Margaret Roe, HR and Office Manager

Arts Programme team

- Dr. Tara Byrne, Arts Programme Manager
- Bridget Deevy, Arts Programme Assistant Manager

- Edel Doran, Arts Programme Assistant Manager (maternity cover from December 2021)
- Eva Griffin, Arts Programme Administrator

Active Programme team

- Sue Guildea, Active Programme Manager
- Paul Gallier, Active Programme Assistant Manager
- Ciara Dawson, Active Programme Administrator
- James Flanagan, Active Programme FitLine Co-ordinator (from February 2021)
- Caroline Eldridge, Active Programme FitLine Administrator (from February 2021)

Engage Programme Team

- Ciarán McKinney, Engage Programme Manager
- Brian Dooney, Engage Programme Training and Development Facilitator
- Fiona Holohan, Engage Programme Co-ordinator



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