

LOUTH LOCAL SPORTS PARTNERSHIP

STRATEGIC PLAN 2018 - 2022

Creating more opportunities to participate in Sport and Physical Activity throughout life



Comhairle Contae Lú
Louth County Council
S P O R T



SPÓRT ÉIREANN
COMHPHAIRTIOCHTAÍ ÁITIÚLA SPÓIRT

SPORT IRELAND
LOCAL SPORTS PARTNERSHIPS





Forewords	
Chief Executive Sport Ireland	4
Chairperson of LLSP	5
Co-ordinator of LLSP	6
Vision	7
Mission	7
Introduction	8
Context	9
The Role of Louth Local Sports Partnership	10
Our Approach	11
Why Sport?	12
Sport in County Louth	13
LLSP's Achievements to Date	14
Our Position	15
LLSP Action Plan	18
Vision	18
Mission	18
Our Principles	19
Our Focus	21
Strategic Theme 1: Programmes and Places	22
Strategic Theme 2: Partnerships and Communications	28
Strategic Theme 3: Training, Education	36
Strategic Theme 4: LLSP Capability	42
Appendix	47
Contact Us	48

CONTENTS

Foreword: Chief Executive Sport Ireland



Sport Ireland has always placed a particular emphasis on ensuring sport is progressive and attracts participants from every corner of Ireland, from every age group and from all social backgrounds. This is a fundamental principle of the Local Sports Partnership network which aims to remove any barrier that prevents participation in sport.

Louth Sports Partnership undertakes a wide range of actions with the aim of increasing participation rates in its local communities. This strategy builds on the excellent work achieved to date and clearly defines the role of the partnership in encouraging activity for all.

It is particularly welcome that this strategy places an emphasis on collaboration, with networking and the sharing of facilities highlighted as one of the key areas under the Programme and Places theme. If sport in Ireland is to reach its potential, a common ethos of working together is vital.

Volunteers are the foundation on which sport in Ireland is built and this has been acknowledged by Louth Sports Partnership with a commitment to building a strong volunteer base locally.

As with all strategic planning processes, the published document is simply the final phase and it is the consultation, evaluation and debate carried out during the process which gives life and value to this strategy. It is a culmination of the work of several partner agencies striving to create a more active local population in Louth.

I would like to thank all those who contributed to the strategy process, in particular the staff and Committee of Louth Sports Partnership. I would also like to thank everybody involved in Louth Sports Partnership for their continued excellent work and I wish them all the best for the future.

John Treacy
Chief Executive
Sport Ireland

Foreword: Chairperson



On behalf of Louth Local Sports Partnership, I am delighted to welcome the publication of our 2nd strategic plan 'Creating more opportunities to participate in Sport and Physical Activity throughout life'. This plan is the result of many months consultation with external bodies and the lead people who have an interest in sport and physical activity within their organisations. Their input has been invaluable, and will enable us to further lead the development of sport and physical activity within the county.

In Louth we are blessed with a wide and diverse range of natural recreational spaces, sporting infrastructure, and physical activity opportunities, that are at the disposal of potential participants across all sections of our society. Louth Local Sports Partnership aims to be at the forefront of the promotion and development of these activities. I believe that recent developments particularly in the restructuring of sport within the Louth County Council structure will further aid this development.

We are very lucky to have highly qualified and motivated staff involved with Louth Local Sports Partnership, and within the Sports Unit of Louth County Council. In particular I wish to pay tribute to Graham Russell and his team. The work that they have done, and continue to do so will ensure that targets identified within this plan are met and I am sure will be surpassed.

I would also like to thank the committee of the Louth Local Sports Partnership for their hard work and diligence to their tasks in representing their host organisations. I also wish to thank Sport Ireland and Louth County Council for their support and ongoing commitment to the development of sports and physical activity within our county.

Finally, it is a great personal honour for me to be associated with the Louth Local Sports Partnership since its inception and I look forward to many more years involvement with it.

David Cranny
Chairperson Louth
LSP

Foreword: Co-ordinator



As Co-ordinator of Louth Local Sports Partnership I am delighted to introduce our second strategic plan 2018-22, 'Creating more opportunities to participate in Sport and Physical Activity throughout life.'

This strategic plan has been influenced by both national and local policy, and follows an extensive consultation process among, stakeholders, clubs, community groups and staff. The plan also takes into account the restructuring of the provision of sports services in Louth County Council and the Louth Local Sports Partnership since the amalgamation of the Local Authorities Louth in 2014. This mutually beneficial, unique structure displays a commitment by Sport Ireland and Louth County Council to enable Louth LSP as part of the Sports Unit to provide the most appropriate opportunities to every citizen of Louth to participate in sport or physical activity regardless of their age, background, economic circumstances or ability.

We recognise that the success of the Local Sports Partnership is measured by the strength of our partnerships and we are fully committed to the ongoing development of these relationships going forward.

I would like to take this opportunity to acknowledge the key role that our stakeholders and local agencies play in the work of the local sports partnerships and the volunteers within the local communities, who are integral to the implementation and sustainability of local initiatives.

I would like to pay particular thanks to Humphrey Murphy who facilitated the development of this plan, and I would also like to thank Louth County Council and Sport Ireland for their ongoing financial support and guidance in the implementation of our plan.

Finally, I would like to thank the staff of the Sports Unit whose work is integral to the delivery of our objectives, Gerard McGahey, Triona Faapito, Richard English, Áine McDonald, Conor Gorham, Barry Casey, Sharon Dunne, Fu Faapito, Patricia Rogers, Sean Watkins, Paul Macken, Lorcan Ludden, Niamh Pentony and all of our relief staff, coaches, tutors and instructors.

Graham Russell
Co-ordinator
LSP

VISION

'More opportunities and more participation in sport, throughout life.'

MISSION

The mission of the Louth Local Sports Partnership is to grow participation in sport and physical activity through:

- Effective structures
- A network of organisations
- A broad range of programmes throughout the county
- Empowerment of communities



Introduction

Louth Local Sports Partnership (LLSP), was established by Sport Ireland in 2008 (then the Irish Sports Council), in partnership with Louth County Council and we are part of Louth County Council's 'Sports Unit'. The Sports Unit was established in 2014 and it oversees the development, operation and use of Louth County Council's sports and play facilities.

LLSP's role within the Sports Unit is to support sustainable participation in sport and physical activity in County Louth for everyone. We do this by working with individuals, communities and agencies to identify the participation sports needs of the county and we then work with others to realise the programmes and events which respond to these needs.

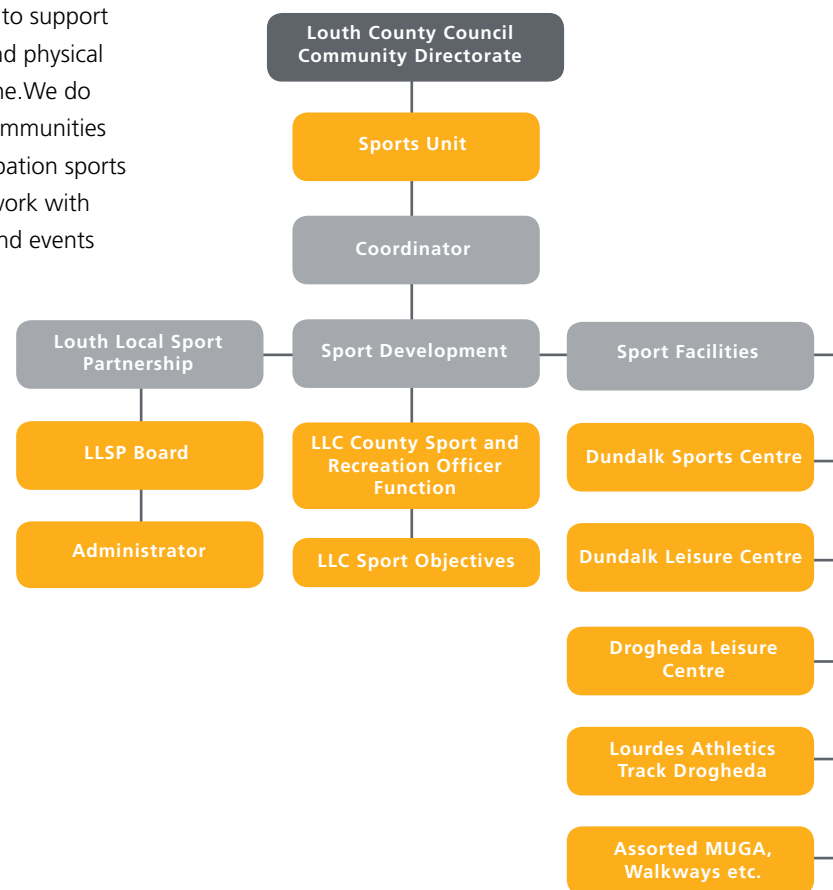


Figure 1: Louth County Council Sports Unit Structure.

Context

Through the development and delivery of a range of programmes such as Buntús, Code of Ethics Workshops, Funding Advice Workshops, Girls in Action, Go for Life, Sport Taster days and Adapted Physical Activity programmes, LLSP has worked with a variety of organisations since 2008 to grow sports participation in County Louth.

The following diagram illustrates the innovative integration of sports development and sports facilities in the County.

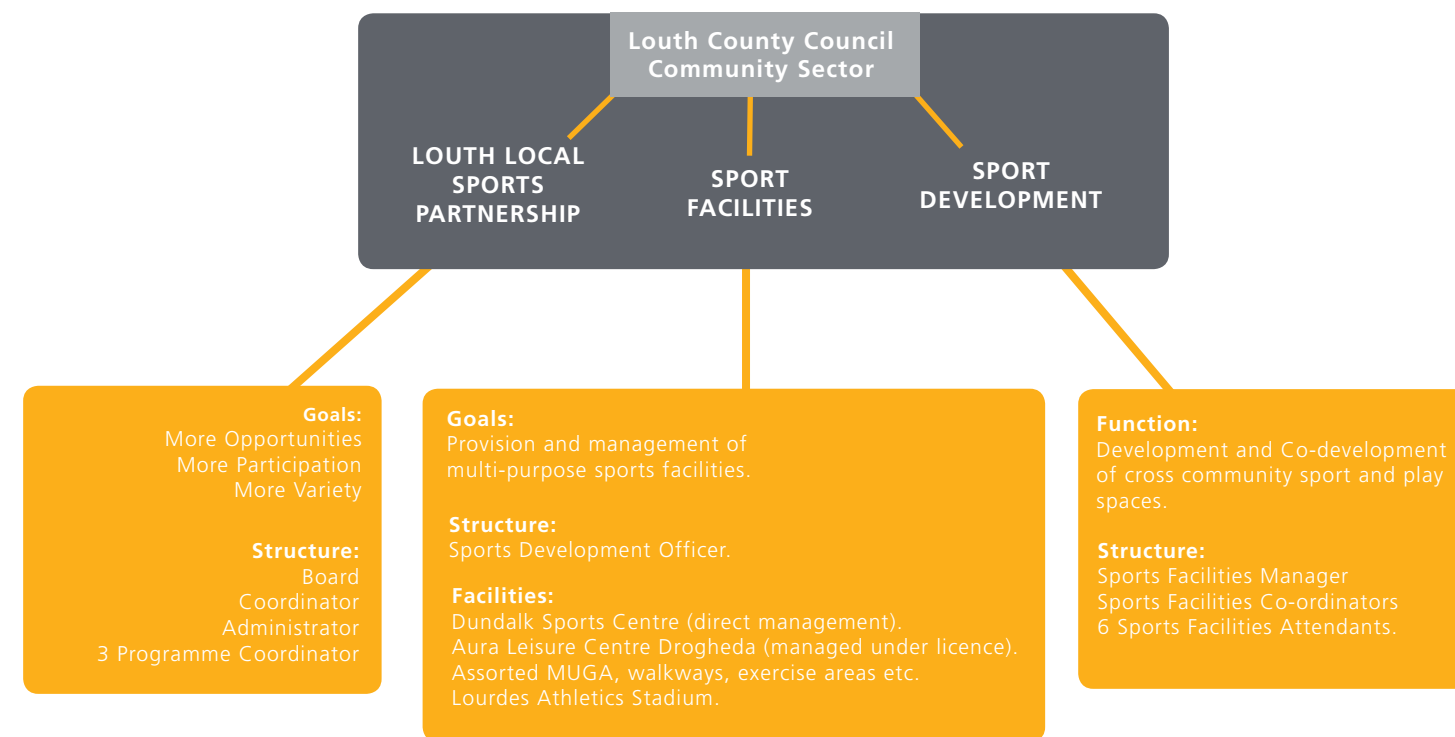


Figure 2: Louth County Council Sport Unit Goals.

The Role of Louth Local Sport Partnership

LLSP is guided by a number of strategies and in particular the Sport Ireland Statement of Strategy and the National Physical Activity Plan.

The Local Sports Partnership's mandate is to create a sustainable structure for all Irish people to **become involved** in sport at a level of their choosing, regardless of their ability, gender or background.



National Physical Activity Plan

The National Physical Activity Plan (NPAP), arises from the commitment within the Healthy Ireland Framework to promote increased physical activity levels across the population. The NPAP aims to “provide a strong focus for modifying unhealthy lifestyle habits and promoting awareness

of the benefits of physical activity in relation, not just to health, but in a wider socio-economic context.”
Get Ireland Active, The National Physical Activity Plan. 2016. P 5.

“Physical activity is any bodily movement produced by the skeletal muscles which cause energy expenditure greater than at rest and which is health enhancing.”

World Health Organization Resolution WHA57.17. (2004).

Sport and physical activity is also a key agent in meeting the challenge of obesity in Ireland and LLSP is part of the ‘bottom up’ healthier choices through sports approach which is proposed in the Obesity Policy and Action Plan.

Our Approach

LLSP works with a range of agencies, organisations, communities and clubs to increase participation in sport and physical activity in the County. We do this by increasing and supporting the existing opportunities for sport and physical activity, especially among low participation groups. While recognising the value and role of competitive sport, LLSP primarily targets the development of recreational/participation sport in the county

The role of LLSP is therefore to:

- Increase local participation in sport and physical activity for everyone, especially amongst identified targeted groups in key communities
- Support the ongoing development of sport clubs
- Encourage and support volunteer training
- Enhance planning for sport and physical activity in the County
- Support Louth County Council to deliver on its responsibilities within the Local Economic Community Plan
- Promote physical activity as part of the activities of daily living for the residents of County Louth
- Facilitate additional access to information on local sports bodies, facilities and programmes for the general public
- Enhance the links and collaboration across the various sports providers in the county such as schools, clubs, community groups and sports National Governing Bodies (NGB)

Why Sport?

Sport¹ delivers:



- **Fun:** the simple joy of being outdoors, of playing sport with friends and getting away from the stress of everyday life.



Health: the physical activity of sport can make us fitter, faster, leaner, agiler, clarify our thinking and lighten our mood.



Social Capital: sport can strengthen existing friendships or form new ones, sport provides an opportunity to be inclusive, it opens a doorway for new members in the community, reduces anti-social behaviour and sport can make us aware of the abilities of others around us.



Ambition: sport can focus our attention as a participant and a spectator. Sport can point us towards fitness, competitive or social goals and share in the effort and joy of others ambitions.



Support: sport provides the opportunity for individuals and communities to contribute to the ambitions of others through volunteering, fundraising and simply acknowledging the effort of those taking part.

¹ For the purpose of this document the word 'sport' primarily refers to recreation sport and physical activity.

Sport in County Louth

County Louth is the smallest county in the State (872 km²). It is also one of the most densely populated (over 128,000 people in 2016 a rise of 4.5% since 2011), containing the two largest towns in the country, namely Dundalk (34,496) and Drogheda (42,347). In addition to these major urban centres, County Louth also contains a number of substantial towns and villages including Ardee, Dunleer, Clogherhead and Carlingford.

Located along the Dublin-Belfast economic corridor, Louth has strong links to Northern Ireland and due to the quality of local road and rail infrastructure, it is accessible to the ports and airports along the East coast both in the north and the south.

Louth has a strong sports history in particular in Gaelic games and in soccer, however, there has also been a growth in participation in sports such as running and cycling.

A national audit of Community, Sports and Arts Facilities in 2008 by Louth County Council for the Department of Arts, Sport and Tourism, accounted for 158 Sports Facilities in the Louth area.

Louth has a GAA centre of Excellence as well as a League of Ireland Premier Division football club, Dundalk FC. Dundalk Horse and Greyhound Stadium is the only all-weather horse racing track in the country while the natural beauty of the Cooley mountains provides an attractive venue for hillwalking and other outdoor recreation activities.



LLSP's Achievements

Restructuring of the Sports Unit in Louth County Council

Since our inception the restructuring of the Louth County Council Sports Unit, to incorporate the Louth Local Sports Partnership in 2014 has ensured that Louth LSP has greater access to Louth County Council Sporting facilities as well as access to additional staffing resources to ensure the sustainability of the LSP in Louth and greater capacity to deliver the LSP function in Louth.

TY Triathlon

The development of the Transition Year Triathlon has provided over 700 TY students with the opportunity to participate in a triathlon for the first time. The event is collaboration between Louth LSP, Louth County Council, Setanta Triathlon, The Gardai, PE Teachers in participating schools, Red Cross, TY Tutors and St Marys of Drumcar who provide the grounds of the facility and the swimming pool for the event.



Our Position

Sport Works

There are many functional roles for sport in areas such as health, social interaction, community development and education. Participation in sport enhances our physical and mental wellbeing increases positive social interaction, creates and supports communities¹. Sport is also a key source of vital physical activity in our day, from children to adults to the older person, sport provides structure, habit and enjoyment around physical activity.

We also know that the very core of sports participation can be the expression of the simple enjoyment of life. For a sport to provide these outcomes, there have to be meaningful and inclusive activity programmes, in appropriate places, with capable volunteers, coaches and operating structures.

Everyone In and Every Sport

Sport is not for a particular age, social group, gender, ability or ethnicity. Sport is for everyone at every stage of their life. Making sport relevant for everyone is, however, a significant challenge. The types of sport which are attractive to us at one stage of life may not be as attractive when we are older or have more responsibilities or are encountering a challenge in our life. However, we believe that there is a sport for everyone and that while the mainstream and traditional sports are at the core of sports participation in County Louth, there are also 'other sports' which need to be promoted and available in our community.

Eg. Go For Life games and Louths Sports Inclusion Disability Programme

Delivering Sport

Sports works to deliver a range of benefits but only if we work to deliver sport. We deliver sport by making people aware of its benefits, listening to their needs and expectations and supporting the provision of a wide range of sports opportunities throughout the County. While the LLSP directly provides some sports participation opportunities, our strategic role is to assist others, such as clubs, communities, the commercial sports sector and individuals, to operate in line with governance standards and respond to local sports needs and sport development opportunities.

Eg. Small Club Sports Grants

People Make Sport

Sport does not just happen, rather it is the work of volunteers in clubs and communities, employees in the education and community sector and commercial sports providers who create the structures and provide the opportunities and facilities for sport.

These volunteers, employees and commercial interests are the 'sport makers' in our community. LLSP acknowledges the central role of the sports makers and in particular the volunteers who coach, develop and administer sports in our County. We will work closely with these individuals and groups to support their passion and grow their ability to deliver diverse, quality and safe sport in County Louth.

Eg. Safeguarding Courses, Assistant Sport Leader courses

Sport to People, People to Sport.

LLSP knows that for sports participation to grow, we must not only bring people to sports facilities and programmes which are relevant we must also bring sports programmes to people in their communities, places of study and places of work.

To achieve our mission LLSP will:

- Partner with a range of organisations to identify the key opportunities and challenges for sports participation and physical activity in the County and then act accordingly.
- Encourage collaboration between the various sports organisations in the County to make the best use of our existing sports facilities and prioritise future developments.
- Work with individuals and representative organisations throughout the County to identify local sport participation needs, and where resources allow, respond to these needs through the provision of sustainable sport and physical activity programmes.
- Support the development of new organisations and build the capacity of existing sports organisations as required.
- Advocate for sport and physical activity programmes, places, and resources as situations and opportunities arise.

Eg. Muirhevnamor Community Sports and Physical Activity Hub

LLSP's Action Plan

VISION

‘More opportunities and more participation in sport, throughout life.’

LLSP supports the quality of life of the entire County Louth community through inclusive and sustainable sport² and physical activity.

MISSION

The mission of the Louth Local Sports Partnership is to grow participation in sport and physical activity through:

- effective structures
- a network of organisations
- a broad range of programmes throughout the County

² For the purpose of this document the word ‘sport’ primarily refers to recreation sport and physical activity.

Our Principles

At LLSP, we believe in Partnership:

LLSP includes a core staff and an oversight committee of our strategic partners including:

Dundalk Institute of Technology

Garda Síochana

Louth Local Community and Development Committee

Louth and Meath Education and Training Board

Louth PPN (Public Participation Network)

Health Service Executive

Louth Leader Partnership

Louth County Council

Louth Primary Schools

PEAI

Scouting Ireland

Chamber of Commerce



Collaboration: We know that the best results are when everyone is on the same team and we are all working towards the same outcomes. We collaborate within anyone who supports the best interests of participation sport and who does so inclusively, to good governance standards, ethically and fairly.

Participation: While we recognise the value of performance and high-performance sport, LLSP's role is to support participation sport.

Inclusion: Sport for all means just that. Sport is for people from different communities, with different ethnic backgrounds, different abilities, different ages, different religions and so on. Inclusion also means life-long.

Sustainability: If everyone is to be included throughout their life in sport, the sport participation opportunities must be sustainable. Once off or short-term programmes are not enough, rather it is the structures and systems of formal and informal clubs, of regular events such as meet and train and Park Runs and indeed the community and commercial sport/physical activity programmes, which provide sustainable participation opportunities in sport.

“all forms of physical activity which, through casual or regular participation, aim at expressing or improving physical **fitness** and mental **well-being**, and forming social **relationships**.” Sport Ireland Act (2015)

Our Focus

We have identified the following four key themes in our work which are required to increase awareness and opportunity for participation in sport and physical activity in the County.

Theme 1: Programmes and Places

- To meet the different sports and physical activity needs of the diverse community in County Louth, we will identify, promote and support the delivery of a range of sports and physical activity participation programmes.
- To support the sport facility needs of the County, we will identify the existing and the potential locations for sport and physical activity in the County.

Theme 2: Partnerships and Communications

- LLSP will continue to collaborate with a range of club, community and commercial organisations to address the sports and physical activity participation needs of the County.
- We will continue to raise awareness so that individuals can engage in the sports and physical activity participation opportunities in the County.

Theme 3: Training and Education

- Clubs and communities are the main providers of sport and physical activity in the County. LLSP

will work with these and others to identify and support appropriate sports coach/leader training.

- Good governance not only makes the effective use of resources more likely it also ensures that the way in which sports organisations operate is fair and transparent. LLSP will encourage and require good governance amongst its partner organisations and from itself.
- 'Fair play' is not just an expression it is at the core of sport, LLSP will increase awareness in and support the ethical culture of sport.
- LLSP will, where relevant and where our resources allow, support the various training and education needs of the volunteers who deliver sport and physical activity participation in the County.

Theme 4: LLSP Capability

- We will continue to manage the LLSP in a professional, sustainable and transparent manner.
- We will grow the capacity and capability of the LLSP to deliver on its mission.

Strategic Theme 1:

Programmes and Places

Sport and physical activity require good programmes in suitable locations. Dedicated sports facilities are important for sport and physical activity participation, but we must also have the ability to bring the sport to communities, schools, workplaces and elsewhere. LLSP believes in bringing people to sport and sport to people.

We know that meaningful sports and physical activity participation require sustainable sports programmes. Where someone finds a sport or physical activity that appeals to them and suits their lifestyle, they need to have the opportunity to sustain that involvement, through an existing club, the establishment of a new club or a peer to peer 'meet and train' process. Furthermore, a range of skills and supporting resources, are required so that an existing sports programme can continue and evolve to meet the needs of its participants.

LLSP has a role in supporting new sports, involving new people and identifying different ways to sustain their involvement. Our role is County wide within the limitations of our available resources.

To realise this Programmes and Places theme, LLSP will complete the following objectives

Identify the Need

People approach sport at different levels:

- Those that do: need continued access to their sport or activity, the opportunity to progress and also some occasional support.
- Those that might: require encouragement, low participation barriers and suitable sport and physical activity participation options.
- Those that don't: have the right to opt-in but also to decline participation in sport or physical activity.

While LLSP must be alert and responsive to the needs of current participants, those that do, we must be especially aware of the sometimes less visible potential participants.

PROGRAMMES & PLACES

Develop and Manage

LLSP will identify, manage and support the delivery of a range of sports participation programmes which are relevant to the different needs of our diverse community. Our responsibilities and actions with these programmes will range from:

- Direct delivery: where there are no other suitable providers we will develop, promote and deliver the programme.
- Supported delivery where another provider of the programme requires support, we will collaborate with the provider to identify and support any gaps in their resources or experience.
- Promoted delivery: we will acknowledge and promote sports programmes which are being delivered by a suitable provider.

It is also important that best practice is followed in the development and management of sports programmes. This best practice can be identified and evaluated through an awareness and application of relevant research and data.

Locations

Bringing people to sport and sport to people. We have many good sports facilities in County Louth and we must continue to ensure that they respond to the needs of our community and also that we identify where there are gaps and opportunities for sports facilities in the County. Furthermore, so as to provide the best opportunities for the community of County Louth, we will encourage the shared use of existing and new facilities and the innovative use of other facilities for sport.

1.1

Identify the Need

OUTCOME | A clear and current understanding of the participation sports needs of the County.

Action	Indicator	Responsible
Undertake a biennial Sports Needs questionnaire amongst our collaborators and community.	Questionnaire results.	LLSP
Review, synthesise and respond to the results of LLSP related programme evaluations.	Annual Programme evaluation results.	Q4 2018/20/22
Identify biennial priority target populations.	Biennial Sport Need statement including priority target populations.	
Identify and prioritise the sport development needs for County Louth, through a staff and Committee level discussion process and statement.		

1.2

Develop and Manage the Programmes.

OUTCOME | A meaningful portfolio of sports programmes and increased participation interest and involvement in line with the Healthy Ireland 'National Physical Activity Plan' and Louth county council's LCDC's LECP

Action	Indicator	Responsible
An annual list of programmes targeting diverse groups which LLSP is, directly and indirectly, involved in.	Programme portfolio including programme balance/ratio.	LLSP
Identify the reasons and sustainability objectives for each programme.	Evidence of sustained participation as resources allow.	Q4 Annual
Identify the balance or ratio of direct, supported and promoted delivery programmes.		

1.3

Develop and Manage the Programmes contd.

OUTCOME | A signature sports participation event in the County.

Action	Indicator	Responsible
Clarify the sought outcomes and identify the potential signature participation sports events and collaborators.	A short-list of events and their associated resource requirements and timeline.	LLSP, Clubs
Identify and evaluate the actions required to resource, administer and promote the development of the event.	Selection and delivery of target event.	Q1 2018
Engage with appropriate partners to realise the event.	Evaluation report on the event.	
Review and evaluate the event process with respect to its impact and sustainability.		

1.4

Locations

OUTCOME | Local sports participation facilitated by a geographic spread of sports places in County Louth

Action	Indicator	Responsible
Identify the relevant categories of sports places (indoor and outdoor).	County sport and recreation facility map and list.	LLSP, LCDC
Complete an outline map based audit of sports facilities in the County.	Sports Places action plan.	Q2 2019/22
Collaborate with community, public and private partners to identify recreation spaces and informal sports places.	Website facility locations map.	
Identify facility decision making/priority criteria.		
Identify and prioritise gaps in sports infrastructure.		
Develop the role of the LLSP as a key partner in the development and management of built and natural sports and physical activity places and sustainable travel facilities.		
Through discussion with staff Committee and stakeholders identify a 'Sport Places' action plan.		

1.5

Locations Continued

OUTCOME | Awareness of sports facility relevance.

Action	Indicator	Responsible
Secure the resources required to undertake a sports facility audit.	Sports facility audit and analysis.	Sport Unit
Identify the current status of sports facilities and their programming through a questionnaire.		Q3 2018
Compile questionnaire results, analyse, map and apply to the Sports Places action plan process.		



Strategic Theme 2:

Partnerships & Communications

Sports participation is only possible in County Louth due to the work and investment of a range of organisations, agencies, and individuals. While there can be significant rivalry and competition between sports clubs and individual competitors on the field, it is only through off-field collaboration that we continue to develop sport in an effective and affordable manner.

This collaboration is possible through meaningful partnership approaches and structures and the effective sharing of information between all of the sports players in County Louth and nationally.

LLSP supports Partnership by:

Collaborating

LLSP will continue to work with a range of club, community and commercial organisations to address the sports participation needs of the County. We will encourage others to share their experience and resources by:

- Continued collaboration with our existing stakeholders;
- Networking so that the various sports development 'players' have the opportunity to meet, liaise and cooperate with each other.
- Increased sharing of facilities and the development of new multi-sport facilities.

Communication and Awareness

LLSP will continue to improve our communications, raise awareness and assist individuals to engage with the sports participation opportunities in the County. We will support this process by:

- Reviewing and updating our own internal and external communications resources;
- Generating and disseminating sports participation information via social and traditional media in cooperation with others.

PARTNERSHIP & COMMUNICATIONS

Research

Informed decision making is only possible with the data that comes from effective research. While LLSP has limited research resources we will collaborate with others to make the best use of the available research and also generate new research and data which can inform our understanding of the nature of sports participation in the County.



2.1

Collaborate

OUTCOME | Effective collaboration with our stakeholders.

Action	Indicator	Responsible
Generate a list of our stakeholders, our shared strategic interests/expectations and any supporting actions required.	Biennial Stakeholder action plan.	LLSP Q3 2018/20/22
Identify stakeholder expectations for specific LLSP programmes or activities as part of our programme development/management administration templates.	Updated programme development/management administration templates.	
Generate a biennial stakeholder action plan which identifies specific actions and which reinforces our stakeholder collaboration.		



2.2

Collaborate Continued

OUTCOME | Strengthened collaboration and impact within the LLSP Committee

Action	Indicator	Responsible
Update the expectations and roles of the Committee members and the Committee induction process in partnership with the staff and Committee through a biennial questionnaire and meeting process which is co-managed with a Committee member.	Committee expectations and roles structure and questionnaire.	LLSP & Committee. Q4 2018
Evaluate the current and potential Committee and working group/subgroup structures, governance and update these as appropriate.	Review and updating of the Committee governance and induction process and the working/subgroup structures.	
Identify new governance, collaboration and support measures which may arise from the discussion process and integrate these where appropriate into the Committee induction and support process. Undertake a Committee 'capability building' session in response to the expectations and roles process.		

2.3

Collaborate Continued

OUTCOME | Effective sharing of information, expertise, and facilities within the County Louth sports network

Action	Indicator	Responsible
Identify network members and categories, such as development officers, clubs, communities etc. and any existing networking opportunities.	Networking categories and themes outline.	LLSP & Clubs
Identify appropriate networking themes or common interests.	Annual networking plan.	Q3 2018
Collaborate with stakeholders/network members with the development and delivery of an annual networking event.	Annual networking programme of events.	
Identify and Deliver the networking programme in co-operation with relevant partners.		

2.4

Communication Capacity and Awareness.

OUTCOME | Improved LLSP's capacity to communicate internally and externally.

Action	Indicator	Responsible
Identify and evaluate our current external and internal communications channels.	LLSP communication channel review and action plan.	LLSP, third-party support.
Identify and prioritise our resources and actions to enhance our external and internal communications.		Q4 2018
Review our existing branding, communication style, and website effectiveness.		
Identify and secure the necessary communication resources in co-operation with the Committee.		
Formulate and realise an action plan and timetable to act on the review outcomes.		

2.5

Communication Capacity and Awareness.

OUTCOME | Improved awareness and uptake of the participation opportunities and sports resources in County Louth.

Action	Indicator	Responsible
Identify and evaluate our current external and internal communications channels.	LLSP communication channel review and action plan.	LLSP, third-party support.
Identify and prioritise our resources and actions to enhance our external and internal communications.		Q4 2018
Review our existing branding, communication style, and website effectiveness.		
Identify and secure the necessary communication resources in co-operation with the Committee.		
Formulate and realise an action plan and timetable to act on the review outcomes.		

Research

2.6

OUTCOME | LLSP is aware and responsive to the relevant current research and data.

Action	Indicator	Responsible
Identify, synthesise, link and disseminate amongst the staff and Committee, a research article/data analysis which is relevant to the work of the LLSP.	12 research/data synopsis/ findings per annum.	LLSP (ETB?)
Identify existing national and local research findings which can inform our decision making around sport.	Research Development Plan.	Q2 2018
		LLSP, DIT
		Q2 2018



Strategic Theme 3: Training, Education.

Good sport participation opportunities are only possible due to the vision, actions and the capabilities of the individuals who 'make sport'. Opportunities for sport are primarily the result of the work of the volunteers, employees and commercial interests who create sports structures such as clubs and facilities, develop sports programmes and encourage others to join in.

The expectations placed on these 'sport makers' and in particular the volunteers are significant, and as a result, they have responsibility for a range of sports ethics, safety, quality, and training actions. Responsibility can only be realised if it is empowered and hence there must be an appropriate sports culture, training and education opportunities for these volunteers and all others who 'make sport'.

LLSP will support this training and education empowerment through supporting:

Embedded Culture

Ethics in sport relates to a range of issues from fair play to cheating and doping. A sports environment should never be a safe-haven for un-ethical

behaviour hence it is important that in every sport and at every level, that a culture of good governance and ethical behaviour is embedded within organisations, players, coaches, administrators, parents and spectators.

Sport for all is meaningless in the absence of inclusivity. Inclusivity in sport refers to the right of every individual in the county regardless of religion, ethnicity, gender, age or sexual orientation. Realising inclusivity is challenging and it requires a culture which acknowledges the right of everyone to participate and the means to support this culture.

The administration of sport is likely to be most effective where there are good governance procedures in place and adhered to. Governance not only underpins ethical behaviour at an administrative and management level in clubs and other sports organisations, it assists in maximising the impact or returns from government, commercial and fundraising resources.

LLSP will increase awareness and support a culture of ethical behaviour, good governance and inclusivity in sport in County Louth.

Training & Education

The ability of coaches, administrators and others to 'make sport' and enable sustained participation is largely dependent on how well they structure and deliver sports experiences. Good effective coaching and training structures are magnets to sustained participation, increased performance and personal fulfilment for athlete and coach alike.

LLSP recognises the primary role of NGBs in developing and providing sports training and education for their sport and we will liaise with clubs, communities and the commercial sports providers to identify the sports education and training needs in the County. Where appropriate LLSP will also source or fund sports training and education initiatives in response to these needs.

LLSP will also as part of its communications strategy, make clubs, communities, commercial providers and others aware of the needs and opportunities to take part in appropriate sports training.

LLSP will in particular focus on the training and education needs of sports clubs and our communities.

3.1

A Culture of Ethics

OUTCOME | An inclusive and ethical culture of sport in County Louth.

Action	Indicator	Responsible
Continued promotion and delivery of code of ethics and inclusivity workshops.	The number of annual code of ethics and related courses/ participants.	LLSP & Partners NGBs.
Evaluate the potential of a 'Club-mark' type scheme as a means of encouraging and measuring inclusivity, ethics and governance.		Q3 2018.
Identify potential capability building resources for sports providers in the County.		

3.2

Training and Education

OUTCOME | Empowered sports coaches and administrators.

Action	Indicator	Responsible
Identify the current sports training and education challenges in the County across the various forms of sports providers.	Twice yearly training and education timetable and grant support.	LLSP & ETB.
Identify common challenges and potential shared solutions to sports training and education challenges. Continue to provide training and education support grants.		Q2 and Q4 2018.
Generate and promote a twice yearly training & education course timetable and support structure.		
in collaboration with stakeholders.		

3.3

Training and Education contd.

OUTCOME | An inclusive and ethical culture of sport in County Louth.

Action	Indicator	Responsible
Identify organisations with effective volunteer development strategies and synthesise their approach.	Online volunteer development resources.	NGB, Volunteer Ireland and LSP.
Develop or adapt an appropriate online volunteer recruitment, development and retention resource and support measures and promote access to this resource.		Q2 2019.

3.4 Supporting Communities

OUTCOME | Greater capability in communities and schools to advocate and provide sport and physical activity.

Action	Indicator	Responsible
Generate the support approach, 'Sport Happens Here'.	'Sport happens here' plan & school/community partners.	LCDC, Louth Leader Partnership. Q3 2019.
Identify a small number of communities and school partners to realise the 'Sport Happens Here' and Active School Flag initiative.	Capability programme & activities.	
Evaluate the results and amend the approach.	Review Report	

3.5 Supporting Clubs

OUTCOME | Support clubs in their role as pathways for sports participation.

Action	Indicator	Responsible
Identify and promote existing club activities on the LLSP website.	LLSP online club map and information.	NGBs, LLSP.
Respond where appropriate to any requests for support in the development of new clubs or sports.	Online club development resources.	Q4 2018
Where appropriate promote and support clubs in meeting their governance and quality standards.	LLSP biennial priority sports and clubs development focus and plan.	
Engage with NGBs as appropriate to support the capacity of clubs to provide quality sports participation programmes.		
Ongoing training supports in Code of Ethics, First Aid, Inclusion training etc.		



Strategic Theme 4: LLSP Capability

LLSP encounters capacity, administration and capability challenges in its operation. LLSP ensures that it delivers the best returns from its resources and that we operate according to the ethical, governance and inclusivity cultures which we expect in others.

LLSP acknowledges that it must continue to identify, develop and adhere to appropriate operating and governance standards and systems while also continuing to grow the ability of its staff and Committee, to meet the challenges of the ever changing sporting environment.

Operate Effectively

The Committee and staff will continue to manage and operate the LLSP in a professional, sustainable and transparent manner. Our operating procedures and systems will continue to be applied, developed, transparent and supported by clear internal structures, responsibilities, reporting and reviewing.

Grow our capability

We must be responsive and proactive to the evolving sports environment by continuing to grow our ability to deliver our mission. Our staff and Committee must have the opportunity to recognise emerging challenges and develop new skills and source additional resources.

Increase our capacity

LLSP receives funding from Sports Ireland and from our local partners. These direct and indirect resources enable us to operate, develop and deliver programmes and most importantly to support others to best realise their sports participation development agendas.

While LLSP can do and must do more to support participation sport in the County, we are limited by the resources which we have available to us. LLSP will continue to secure funding and identify new funding channels, especially multi-annual funding.

LLSP CAPABILITY



4.1

Operate Effectively

OUTCOME | An effective and transparent application of our resources.

Action	Indicator	Responsible
Review and update our Operating Procedures every two years.	SOP Updates.	Committee, LCC and LLSP.
Continue to monitor and update our staff structures, responsibility and reporting lines.	LLSP and staff structure diagram	Q4 and Q1 2017/2018
Continue to identify the clear responsibilities of the LLSP within the Louth County Council Sports Unit.	SPEAK report.	
	Annual Accounts.	
Continue to complete end of year reporting procedures such as SPEAK.	Governance code.	
Continue to adhere to appropriate and transparent financial and accounting procedures.		
Comply with appropriate governance concepts.		

4.2

Grow Our Capability

OUTCOME | Enhanced sport development approaches and skills.

Action	Indicator	Responsible
Undertake an annual review of staff training needs and agree on individual training plans.	Annual Staff training plans.	Committee and LLSP.
Evaluate and prioritise the capability challenges facing LLSP through discussions with the Committee and staff and with reference to our external environment.	Annual capability development plan.	Q4 2018.
Identify the capability development actions for the LLSP, the resource requirements and the timetable for their delivery.		

4.3

Increase Our Capacity

OUTCOME | An increased ability for LLSP to realise its mission through the availability of additional and more robust resources.

Action	Indicator	Responsible
Identify resource needs with respect to finances, equipment, facilities, and staff.	Capacity building plan.	Committee, LLSP.
Identify potential sources of additional funding through emerging grant opportunities, collaborative partner projects and the potential of sponsorship.		Q4 2018
Prioritise capability needs and their associated actions in a biennial capability building plan.		

4.4

Grow our leadership.

OUTCOME | LLSP as a key leader in the sports and physical sector in County Louth

Action	Indicator	Responsible
Clarify our relationship with the key agencies and organisations in the sports and physical activity sector in County Louth.	Relationship outline and plan.	LLSP, Committee. Q2 2018.
Identify our leadership and followership roles across these relationships and organisations.		
Develop our role in influencing the key partners and policies/strategies of the sector, within the county and nationally as appropriate.		

Appendix:

NPAP Thematic Action Areas



NPAP Thematic Action Areas	Focus	Action Plan Reference
Public Awareness Education and Communication	Irish people will better understand the health benefits of physical activity and how to be more active in their daily lives.	(2.5, 3.4)
Children and Young People	Children and young people learn the necessary skills for confident engagement with physical activity and will have opportunities to adopt an active way of life.	(1.2, 1.3, 3.1, 3.4)
Health	The health service will promote greater awareness and understanding of the health benefits of physical activity and deliver programmes to encourage increased participation.	(2.5)
Environment	Ireland's natural and built environments promote increased levels of physical activity.	(1.4)
Workplaces	Employers will make it easier for people to be more physically active as part of their everyday working lives.	(1.2, 1.3)
Sport and Physical Activity in the Community	Local stakeholders work together to promote active communities and increase physical activity levels among all members of the community with a particular focus on disadvantaged areas, people with disabilities, older people and those who are otherwise socially excluded.	(1.1, 1.2, 1.3, 1.5, 2.3, 3.4,)
Research, Monitoring, and Evaluation	Increase the efficiency and effectiveness of public measures through the monitoring and evaluation of participation, policies and programmes relating to physical activity.	(1.4, 2.6)
Implementation through Partnership	Leadership, coordination, and oversight will drive implementation of this plan and will include representation from key stakeholders.	(1.1, 1.3, 1.4, 1.5, 2.1, 2.2, 2.3, 3.1, 3.4)



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S P O R T



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