



Meath Local Sports Partnership Strategic Plan 2007 - 2012



"Sport & Physical Activity
- a Way of Life"





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JOHN TREACY, Chief Executive, Irish Sports Council



The Irish Sports Council has from its establishment in 1999 been committed to the creation of a national network of Local Sports Partnerships across the country. In 2008, we will finally achieve that goal and it is thanks to the fantastic achievements of our existing LSPs that we received the approval of Government to complete the network. Meath Local Sports Partnership has been a vibrant and clear example of the success of the LSP initiative and has achieved very positive progress during the first strategic period.

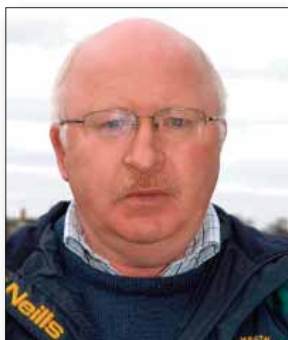
The Local Sports Partnership network is regarded as the most effective way to develop opportunities for people of all ages to participate in sport in their own communities. The positive contribution of the network has been noted by agencies such as the HSE, Department of Justice, Equality & Law Reform and Pobal. The key activities of providing information and training and delivering programmes locally have made a strong positive impact on clubs, schools and other groups in Meath. Innovative work has also taken place in relation to integrating new arrivals into the community through the use of sport and physical activity.

This strategy builds on the excellent work achieved to date and clearly defines the role of the partnerships in encouraging activity for all. Indeed, this ties in with the Irish Sports Council's desire to have more people active and enjoying the benefits of sport and physical activity. The Council is confident that Meath Local Sports Partnership will continue to deliver high quality information, training and programmes for many years to come.

The production of this new strategy recognises the hard work and enthusiasm that went into making the LSP such a success. It also identifies the work still to do and those who will support the partnership in delivering. I would like to thank everyone who has made a contribution to sport in Meath to date and in particular, Mary Murphy, the staff and Board of the partnership. I look forward to 2012 when Sport & Physical Activity is a Way of Life in Meath!

John Treacy

MICHAEL O'KEEFFE, Chairperson of Meath Local Sports Partnership



I'm delighted to welcome you to the second strategy of Meath Local Sports Partnership (MLSP) 2007 – 2012, "Sport and Physical Activity- a Way of Life". This plan is the result of extensive consultation with representatives from the sporting, community and voluntary sector, key agencies and the board of Meath Local Sports Partnership. We are continuing to build on the success of our first plan 2003 – 2006 and will continue the central theme of increasing participation in sport and physical activity.

Strategy is defined as a carefully devised plan of action to achieve a goal, or the art of developing or carrying out such a plan. A strategy can only be formulated only after the objectives to be accomplished have been determined. MLSP's overall objective is to increase participation in sport and physical activity in County Meath. Our strategy to do this for the next 5 years is outlined in this plan.

The Irish Sports Council set up Local Sports Partnerships to promote the development of sport and provide leadership, co-ordination and direction particularly in disadvantaged areas. It was felt that at local level there is the greatest potential to bring all the organisations involved in sport together. If we can have decision-making at local level it creates a real sense of ownership and pride in what is achieved. Since 2002 we have in Meath Local Sports Partnership such a body.

I would like to take this opportunity to thank all those people who have served on the Board of MLSP since 2002 and to congratulate our co-ordinator, Mary Murphy, and her staff for making MLSP one of the leading Partnerships in the country.

I am confident that sport and physical activity in Meath will be enhanced through the implementation of this strategic plan.

Rath De ar an obair,
Mick O Keeffe
Chairman

MARY MURPHY, Co-ordinator of Meath Local Sports Partnership



As Local Sports Co-ordinator, I am delighted to see this second strategic plan completed. Getting to this stage has involved extensive consultation with local sporting, community & voluntary groups, agencies and Board Members – all of whom I am very grateful to for giving of their time, knowledge and expertise.

Our second plan – “Sport & Physical Activity – a Way of Life”, continues to build on the central theme of increasing participation in sport and physical activity which was very evident in our plan 2003 – 2006. This plan provides us with a platform to develop participation in Sport and Physical Activity in Meath through the continued roll out of our core activities, coach education workshops, club development and communities in action programmes.

Central to the work and development of the partnership has been the involvement, support and investment of the key stakeholders and local agencies. These critical factors are paramount to the success of this strategic plan. I would like to acknowledge their ongoing support and investment in MLSP.

I would also like to acknowledge the work, time and support provided by the numerous sporting, community and voluntary representatives who have engaged with us since 2002, without whom we would not have achieved our goal of increased participation.

My thanks to John Treacy and the staff of the Irish Sports Council for their continued support and guidance.

Special thanks to Caroline McCamley of CMC, who facilitated the strategic planning process.

Finally, I would like to acknowledge the staff of MLSP for their work, commitment and dedication to the success of Meath Local Sports Partnership.

I believe that by working together, the benefits of sport & physical activity can be made available in the most effective way to all sectors of the community thus making a positive difference in people's lives.

Is mise le meas

Mary Murphy

Executive Summary



2. Executive Summary:

Meath Local Sports Partnership was established in July 2002 under the direction of the Irish Sports Council to plan, lead and coordinate the development of sport and physical activity in Meath.

Meath Local Sports Partnership is governed by a Board of Directors and employs a full time coordinator and administrator. Core funding is provided on an annual basis by the Irish Sports Council. MLSP also employs an office assistant through the FAS Community Employment scheme.

In 2003 MLSP launched its first strategic plan. Our recent review of this plan clearly demonstrates the progress which we have achieved to date – progress which would not have been made possible without the constant support and work of the sporting, voluntary and community sectors, partner agencies, and the board and staff of Meath Local Sports Partnership.

Some of the key achievements since 2002 include:

- Greater participation in sport and physical activity in schools, pre-schools & secondary schools. The Buntus generic programme has been rolled out to all 113 primary schools, 1056 teachers and 20,000 children; Buntus Start in 40 childcare centres and Girls in Action in the secondary schools.
- Audit of sporting and community facilities and launch of directory of facilities.
- Roll out of coach training & development workshops to 4500 club representatives.
- All inclusive programme for people with disabilities to include All Ability summer camps, Adapted Physical Activity workshops & sports specific programmes.
- Lead agency in delivering Meath Intercultural Festival.
- Annual sports festivals and programmes for older people.
- Information resource for all clubs, sporting, community & voluntary organisations.
- Launch of website www.meathlocalsportspartnership.ie
- Successful implementation of first strategic plan.

Our second strategic plan – “Sport & Physical Activity – a Way of Life” will span the next five years 2007 – 2012 and will build on the success of the first plan and continue to focus on the central theme of increasing participation in sport and physical activity in Meath. This plan outlines the direction Meath Local Sports Partnership will follow through to 2012; it is the result of intensive consultation with member agencies, club representatives, teachers, young people, people with disabilities and community and voluntary groups. The vision of the partnership in our first plan was to get “everyone active through healthy living & sport participation”; we shall continue to develop this theme in order to facilitate “sport & physical activity becoming a way of life” for everyone in Meath.

[Lacrosse demonstration - Intercultural Family Fun Day]

Our Mission and Our Values



3. Our Mission and Our Values

Our agreed **mission** is to increase the level & quality of participation in sport and physical activity together with the people of Meath through activities which

- introduce people to sport and physical activity
- encourage sustained and increased involvement
- develop the quality and accessibility of sports organisations and facilities
- increase effectiveness of service delivery through better partnership between relevant agencies.

*Our agreed **values**, which will be evident in all we do, are:*

- Inclusion – MLSP is committed to developing and delivering programmes, policies and procedures in sport and physical activity based on equality, inclusion and participation for all.
- Quality – MLSP will strive for quality in all activities, demonstrating transparency in decision-making, responsiveness to emerging needs, openness to challenge and ensuring that all resources are used effectively and efficiently.
- Integrity – MLSP is committed to basing all of our actions on an internally consistent framework of principles. Depth of principles and adherence of each level to the next are key determining factors. This concept of integrity is directly linked to responsibility in that implementation spawning from principles is designed with a specific outcome in mind.
- Fairness – MLSP is committed to the value of fairness, both in terms of promoting the need for fairness of outcomes for everyone engaging with MLSP, and ensuring that the Partnership's own policies, procedures and practices are demonstrably fair.
- Partnership - MLSP recognises the importance of working in partnership with local groups, clubs and agencies as being key to the development of the sports partnership.

[St. Paul's N.S. Intercultural Festival]



[Kells Karate Club]

Strategic Goals



4. Strategic Goals 2007 - 2012

1. To increase levels of participation rates and quality experiences in sport and physical activity.
2. To improve the quality of programme delivery and accessibility to facilities in sport and physical activity in Meath.
3. Develop a strong partnership approach to the development and delivery of sport and physical activity in County Meath



[Mayor Christy Reilly, Festival Ambassador Paul McGrath, MLSP Co-ordinator Mary Murphy opening Meath's Intercultural Family Festival 2007]

[Young Whistlers say YES! to FAIR PLAY]

Challenges affecting MLSP



5. Challenges affecting Meath Local Sports Partnership

The key challenges facing the Partnership are:

- Demographics within the county where the population is constantly increasing.
- Higher than national average of young people within county.
- Decreasing volunteer numbers.
- Limited access to opportunities for participation in sport and physical activity by marginalised or disadvantaged groups.
- Greater cultural diversity within communities.
- Levels of inactivity and obesity rising among children and young people.
- Increased demand for quality training opportunities for coaches, leaders, volunteers, parents, participants, teachers and all others involved in sport and physical activity.
- Increased demand on funding and staff resources available to implement programmes.
- Need for greater investment in community sports development supported by local agencies.
- Increased profile and awareness of MLSP and its activities.



[All-weather pitch opening - Kilmainhamwood]

[Older Adults Sports Fest]

Strategic Goals and Objectives

1. *Meath Local Sports Partnership Strategic Objective: To increase levels of participation rates and quality experiences in sport and physical activity in Meath*

Objective:

Everyone in the community can benefit from participation and we will focus on:

- Young people and children
- Women
- Older people
- People with disabilities
- Communities, especially ethnic minorities, travellers and disadvantaged communities.

We will support and deliver interventions designed to:

- increase sport and physical activity
- introduce new patterns of sport and physical activity where no or low participation exists



[Participants from Meet & Train Group]

2. *Meath Local Sports Partnership Strategic Objective: To improve the quality of programme delivery and accessibility to facilities for sport and physical activity in Meath.*

Objective:

The role of management groups, and good physical planning of facilities, are each critical to the development of quality facilities that attract people to participate in sport and physical activity. The 2006 consultation process and the MLSP facilities audit identified the importance of quality facilities that are accessible and offer multiple sporting opportunities. Our work will include:

- supporting, facilitating and delivering training and education programmes for those involved in coaching, volunteering, organising and leading sports within clubs and organisations.
- encouraging the utilisation of sport and related facilities in Meath
- encouraging policy and practice that takes full account of the importance of sport and physical activity



[Genbukan Nimbo Club]

3. *Meath Local Sports Partnership Strategic Objective: Develop a strong partnership approach to the development and delivery of sport and physical activity in Co Meath*

Objective:

Meath Local Sports Partnership is a partnership of statutory and voluntary organisations in Co Meath working together to deliver opportunities for more people to participate in sport and physical activity. Our responsibility is to ensure that we make the best use of all resources and opportunities by working together. We have extensive expertise, and by working in partnership our activities can be developed and delivered to meet the needs of the greatest number of people in Co Meath. To do this we will:

- develop our interagency skills thus enhancing our partnership
- share and develop models of joint practice so that we pool our resources and expertise to deliver excellent services
- strengthen the work on MLSP in developing, implementing and sharing methods of monitoring and evaluation in ensuring the effective implementation of this Strategic Plan.
- ensure that MLSP effectively and efficiently develops, implements and manages its strategic and operational plans and annual budget
- ensure organisation culture, work methods and human resource management policies and strategies that enable and support staff to fulfil their roles, develop their contribution to its full potential and be effective partners with member organisations.
- Develop and implement effective internal and external communication strategies for MLSP and its member organisations.



[Club Children's Officers]



[St. Paul's N.S. Intercultural Festival]

MLSP Strategy



[Presentation: Assistant Teacher Swimming Award - Disability]

Strategy 1: The MLSP will ensure that people in Co Meath have increased opportunities to participate in sport and physical activity

Action	Target	Activity	Success Measures	Responsibility/Resources
1.1	Children & young people	<p>Promote & support physical activity for pre-school children through the Buntus Start programme</p> <p>Promote and support the expansion of the Buntus generic and sports specific programmes in all primary schools</p> <p>Support the implementation of the Girls in Action programme in secondary schools to sustain involvement of girls</p> <p>Develop activities which promote and support sport & physical activity in youth environments.</p>	<p>Programme in all pre schools by 2012</p> <p>Programme in all Primary Schools and ongoing support available by 2012</p> <p>Programme in all Secondary schools by end 2012</p> <p>10 Active leadership Programmes in youth organisations/youth settings by 2012</p>	<p>MLSP with support from ISC; Meath CCC and childcare providers</p> <p>MLSP with support from ISC; NGBs, Schools</p> <p>MLSP with support from HSE and Second Level Schools</p> <p>MLSP with support from Meath VEC; HSE; Meath Youth Federation; youth organisations</p>
1.2	Women	<p>Linked with the ISC Women in Sport Initiative, develop and support two new initiatives annually which increase participation by women in sport and physical activity</p> <p>Mass participation/ mini marathon type event</p>	<p>10 initiatives involving a total of 2000 women by 2012</p> <p>Inaugural event by end 2010</p>	<p>MLSP with support from HSE; ISC; Meath VEC and local sports clubs and communities</p> <p>MLSP with support from HSE; Meath Athletic Board Athletics Association of Ireland and Community & Voluntary Fora</p>
1.3	People with Disabilities	Promote and support the inclusion of people with disabilities in sport and physical activity through the development and implementation of a Disability Sport Action Plan.	Increase the number of people with disabilities participating in a wider range of sport and physical activity	MLSP Sports Inclusion Development Officer with support from Meath County Council, PWDI Meath, VEC; NGB's

Action	Target	Activity	Success Measures	Responsibility/Resources
1.4	Older People	Work in partnership with relevant agencies to increase opportunities for Older people to participate in sport & physical activity.	8 dedicated programmes of sport and physical activity	MLSP with support from HSE; Age and Opportunity; Active Retirement Groups and communities
		Countywide events aimed at promoting sport & physical activity for Older people.	Annual Sportsfest	MLSP with support from HSE; Age & Opportunity
1.5	Communities	Develop a strategy to drive sport in local communities	Appointment of a Community Sports Development Officer. A planned approach to sport in the community piloted in two communities	MLSP with support from HSE, Meath County Council, Meath Partnership, DFSA, Community and Voluntary Forum and sports bodies
		Promote and support initiatives targeting cultural diversity	Annual Meath Festival of Culture	MLSP with support from RAPID, Meath County Council; Cultúr, CIC, NCCRI, Dept of Justice, Equality and Law Reform, RIA and FIAG
		Develop and support "Communities in Action" initiative.	2 new communities involved annually	MLSP with support from Community & Voluntary Fora and HSE
		Support innovative initiatives within disadvantaged communities in order to promote and enhance sport & physical activity.	50 volunteers trained annually to lead the delivery of annual summer camps and projects	MLSP with support from Springboard, Meath Youth Federation, Meath County Council, RAPID and communities



[Claremont Stadium]

Strategy 2: To improve the quality of programme delivery and facility accessibility in sport and physical activity in Meath.

Action	Target	Activity	Success Measures	Responsibility/Resources
2.1	Clubs Coaches/ Volunteers	Support the implementation of the "Code of Ethics and Good Practice for Children's Sport" training programme	A trained Children's Officer in every club with juvenile section.	MLSP with support from ISC, NGB's, County Boards & Clubs
		Provide grant aid information and support to sports clubs	Annual funding information workshop and follow up advice.	MLSP & NGB's with support from DAST
		Develop effective methods of sharing training information, methods and courses across the county to enhance skill levels and avoid duplication	A mechanism for pooling training resources and courses between sporting organisations, increasing access to training for individuals and smaller organisations.	MLSP Board
		Support accredited coaching courses in association with County Boards, NGB's & clubs	Increase the numbers of trained coaches and the opportunities to avail of coach education programmes.	MLSP
		Increase the numbers of trained coaches and the opportunities to avail of coach education programmes.	Increase numbers of trained volunteers/coaches within clubs.	MLSP with support from NGB's
2.2	Management Committees	Increase the skills and competence of management committees by providing volunteer training in all aspects of club structure, governance and management	A county wide programme of training is available	MLSP

Action	Target	Activity	Success Measures	Responsibility/Resources
2.3	Local authorities/ planned advisors	Encourage a co-ordinated approach to planning for sport & physical activity within Meath in the context of LAPs, phased planning and Community Gain.	A consistent approach in informing and guiding the planning process for sports and leisure facilities for the county	Meath County Council with support from MLSP
2.4	Schools & Community Centres	Explore the potential to increase public & casual use of facilities.	Pilot and evaluate one development area	MLSP



[Flippin' Messin']



[Kells Riders for Disabled Club]

Strategy 3: Develop a strong partnership approach to the development and delivery of sport and physical activity in Co Meath

Action	Target	Activity	Success Measures	Responsibility/Resources
3.1	Commitment, capacity and competence of MLSP	Increase the capacity and competence of the MLSP as an interagency group to support good governance, delivery of activities and maximise interagency co-operation.	Effective annual operational planning process established and is reviewed on a quarterly basis Implement written guidelines and procedures, outlining the role, authority and decision-making mechanisms of MLSP reviewed annually with partners.	MLSP Board & Staff
		Develop and sustain good human resource management that comply with legislation and model best practice.	Clearly understood policies and procedures on all aspects of employment in place and implemented Annual assessment of staff satisfaction with human resource management strategies and systems.	MLSP Board
3.2	Capacity building – staff	Develop and implement performance management system and annual training plans for staff	Performance management system in place from 2008. Training plans in place to assist staff in the achievement of the MLSP Strategic Plan from 2008.	MLSP Board with support from ISC



[MLSP Disability Rep, Roisín Deery and MLSP administrator Marcella Mitchell at the launch of Sports Facilities Directory and DVD]



[Bursary recipient Sara Treacy with Trevor Giles]



[Mini World Cup]

Action	Target	Activity	Success Measures	Responsibility/Resources
3.3	Clear criteria guiding implementation of all activities	Develop partnership agreements in relation to all joint and multiple partner activities, defining goals and responsibilities.	Partnership agreements in place covering all activities	MLSP with support from partner agencies and groups
3.4	Management of Financial Resources	In addition to ISC funding, secure necessary resources to effectively implement the strategic and operational plans.	Additional resources are secured to implement the strategic and operational plans.	MLSP Board and Staff
		Manage MLSP's income and expenditure within budget	Annual income and expenditure is within agreed budgets	MLSP Board and Staff
3.5	Increase the profile of the MLSP	Develop an effective internal and external Communications & PR strategy	Increased awareness of the role of the MLSP - measured in higher levels of contacts, enquiries, requests for advice and support. Website being used as a mechanism for communications with internal and external stakeholders. Annual assessment of member organisation's and staff levels of satisfaction with internal communications.	MLSP Board and Staff
3.6	Measure and track MLSP activities, impact and outcomes	Strengthen the work of MLSP and ensure the effective implementation of this Strategic Plan by continuous monitoring and evaluation.	Review mechanisms designed and in place. SPEAK mechanism fully implemented.	MLSP with support from ISC and member agencies

Children/Young People	<p>Buntus Start: a physical activity programme for children in pre-school settings involving training for preschool leaders and the allocation of child friendly play equipment bags and resource cards.</p> <p>Buntus Generic: a primary school sports/PE initiative to support teachers in the delivery of both curriculum PE and extra-curricular sporting programmes.</p> <p>Buntus Sports Specific: these sports specific programmes are additional to the Buntus initiative and include – soccer, rugby, golf, basketball and badminton.</p> <p>Girls in Action: programme targets secondary school girls who are not traditionally active in sport or physical activity.</p>
Club Training & Development	<p>Automated External Defibrillator Training: specialised training in CPR and practical use of an Automated External Defibrillator.</p> <p>Code of Ethics: Child Protection education and training awareness programme for sports leaders/coaches/parents on good practice in children's sport.</p> <p>Children's Officer Training: follow on training for the designated club representative who has attended Code of Ethics awareness programme and who wishes to be train as the clubs Children's Officer.</p> <p>Education and Training: ongoing roll out of programmes to build capacity among sports leaders – SAQ, Active Leadership Award, sports specific and generic workshops and conferences).</p> <p>First Aid: two day Rescue Emergency Care First Aid course developing basic skills to deal with sports casualties/injuries.</p> <p>Sports & Physical Activity Grant Scheme: has two strands – Club Training & Development and Special Project Participation initiative. The aim of the grant scheme is to increase participation and improve the management and administration of clubs and in particular, to develop youth structures in clubs/organisations, thereby providing sport and physical activity opportunities.</p> <p>Sports Capital Funding Programme: information workshop to support clubs with annual Sports Capital Funding application to the Department of Sports to include follow up support and advice on drawing down the grant.</p> <p>Volunteer Management programme: education and training to build capacity among volunteers in club structure e.g., pr training, roles and responsibilities of committee members, good governance and management.</p>

Community

Active Leadership Award: award is designed to provide trained, knowledgeable and enthusiastic community based physical activity leaders.

All Ability Activity programme: initiatives developed to encourage integration into sport and physical activity by people with a disability e.g. All Ability summer camp, Assistant Swim & Full Teacher training and Special Needs training.

Women in Sport programme: programme is co-ordinated by the Irish Sports Council to promote greater participation by women and girls in sport and physical activity and incorporates promotion, programming and training.

Older People Active: to promote and increase opportunities for older adults to participate in sport and physical activity e.g. Mature Movers, Sports Fest & Vintage Dance Days

Communities in Action programme: initiative involving an inclusive and integrated approach to developing communities through sport in disadvantaged areas.

Intercultural Sport Diversity programme: programme is designed to encourage maximum integration by people from different cultural backgrounds using the medium of sport and physical activity.

Generic Funding workshops: dissemination of information regarding various Governmental grants which promote sports and physical activity for the broader community e.g. Dormant Accounts – disability, socio-economic and youth disadvantage measures.

Facility Management support : Strategic & integrated approach to facility design and management within Meath in the context of LAPs, phased planning and Community Gain.



[Sunshine Summer Camp]



[Young Archers at Meath Intercultural Festival]

Appendix 2

Board of Directors of Meath Local Sports Partnership

Meath Local Sports Partnership was established in 2002 with 20 Board members representing local agencies, statutory bodies/organisations, clubs and community & voluntary groups. In 2007 as part of the strategic planning process and review of current practices, the Board of Directors was pared down to 14 seats. A number of agencies who were represented at board level now occupy a seat at sub committee level. In the interest of maintaining good practice and standards, Meath Local Sports Partnership are constantly reviewing current practices in its pursuit of excellence. As needs and demands arise, the number of seats on the board and at sub committee level can and may increase.

The Directors and Staff of MLSP are indebted to the hard work and commitment of the partners and their representative organisations over the past five years. Without their active participation and the co-operation of clubs, schools, volunteers and community groups, MLSP could not have progressed to the extent that it has, nor be in a position to plan for the future.

The current Board of Directors of Meath Local Sports Partnership consists of:

Cllr. Liz McCormack	Meath County Council	Representing sport and physical activity:
Dr. Nazih Eldin	Health Service Executive	Brian Carberry
Yvonne Gilsenan	Health Service Executive	Declan Sheridan
Mick O Keeffe	Meath Vocational Education Committee	Maira Aston
Elma McMahon	Youth Services	Brian Coyle
Fergal O Bric	Meath County Council	Deirdre Dowling
Tom O Connor	Meath Community & Voluntary Forum	Jeff Phillips
Roisin Deery	People with Disabilities	John O'Byrne

Appendix 3 *Abbreviations*

DAST – Department of Arts, Sports & Tourism
DSFA – Department of Social & Family Affairs
FIAG – Football Intercultural Advisory Group
HSE – Health Service Executive
ISC – Irish Sports Council
LAP – Local Area Planning
LSP - Local Sports Partnership
Meath Co. Co – Meath County Council
Meath CCC – Meath County Childcare Committee
Meath VEC – Meath Vocational Educational Committee
MLSP – Meath Local Sports Partnership
NCCRI – National Consultative Committee on Racism and Interculturism
NGB – National Governing Body
PE – Physical Education
PWDI – People with Disabilities Ireland
RAPID – Revitalising Areas by Planning, Investment and Development
RIA – Reception & Integration Agency
SAQ – Speed Agility Quickness
SPEAK – Strategic Planning Evaluation and Knowledge.

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www.meathlocalsportspartnership.ie