



# Strategic Plan 2014 - 2017

**Active Meath: More people, More Active, More Often**



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## **Message from John Treacy, Chief Executive Officer, Irish Sports Council**



The Council 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 fundamental principle of the Local Sports partnerships which aim to remove any barrier that prevents participation in sport.

Meath Local Sports Partnership (LSP) network has been a vibrant and clear example of the success of the LSP initiative and I welcome the third strategy of Meath LSP 2014-2017 – “Active Meath - More People, More Active, More Often”.

Meath Local Sports Partnership undertakes a wide range of actions with the aim of increasing participation rates in their 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.

The An Post Meath Heritage Cycle Tour event has been an outstanding success with in excess of 3000 cyclists of all ages and cycling abilities taking part in 2013. This event is for everybody, all ages and all fitness levels, and is all about encouraging people to get active through cycling and developing habits of regular exercise which will ultimately lead to enhanced quality of life.

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.

I would like to thank all those who contributed to the strategy process, in particular the staff and Board of the Meath Local Sports Partnership and I wish everybody involved in Meath Local Sports Partnership all the best for the future.

**John Treacy**

## **Message from John Holian, Chairperson, Meath Local Sports Partnership**



I am pleased to welcome you to the third strategy of Meath Local Sports Partnership 2014-2017 – ‘Active Meath, More People, More Active, More Often’. This plan is the result of extensive consultation with key agencies including our major funders the Irish Sports Council, HSE and Meath County Council. We are continuing to build on the “2007-2012 Sport and Physical Activity a way of life” strategy which we believe has been successful in increasing participation in Sport across the county of Meath.

We will continue to work with representatives from the sporting, community and voluntary sector to deliver programmes, events and education to our key target groups -women, young people, older people and disadvantaged areas.

Major challenges exist to secure funding from the private and public sector to enable us to do this important work. We particularly thank An Post for their continuing sponsorship of our very popular Meath Heritage Cycle.

All of us who participate in sport know the physical, mental and emotional benefits that sport brings to our lives. As the Irish population continues to live longer the preventative and therapeutic effects of regular activity on your health are now recognised by everyone in the medical profession. I believe there are no problems in life that 30 minutes of physical activity participating in your favourite sport cannot help you overcome. This is a message we need to pass onto the next generation so that they find in sport something that is more fun than anything they will ever experience online or in front of a TV. Joining a local sports club gives young people a third place to make friends and develop the discipline and resilience they will need to live a healthy and successful life.

I would like to thank all of the people who have sat on the Board of MLSP particularly my predecessor Tom O Connor. I congratulate our coordinator Mary Murphy and her staff for continuing to enhance the reputation of MLSP as a partnership that does excellent work. Any help you can give to assist the staff and Board of MLSP to implement this plan would be most welcome. We look forward to working with you!

**John Holian**

## **Message from Mary Murphy, Sports Co-ordinator, Meath Local Sports Partnership**



I welcome the publication of our third strategic plan for Meath Local Sports Partnership "Active Meath: More People, More Active, More Often". This plan outlines our commitment to increasing participation in sport and physical activity amongst the people of County Meath. We want to continue to provide quality participation opportunities which are inclusive of all ages, sporting abilities and physical activity levels.

This strategy has been developed following an extensive consultation process with many organisations and individuals. It takes into account current participation trends and research both on a national and local level. Meath LSP is moving into a consolidation phase which will see us strategically strengthen, develop and build the partnership. In order to inform, support and demonstrate the impact and difference our work is having on local communities, we will work with the Irish Sports Council and other Local Sports Partnerships in developing a new monitoring and evaluation framework. This will provide the evidence base that will inform progress towards achieving our goals.

Crucial to the success and work of Meath LSP has been the strong agency involvement, support and investment by our partner agencies. A partnership approach to the planning, delivering and resourcing of Meath LSP projects has resulted in maximum impact for the sporting community from the available resources, given the difficult economic climate. We look forward to continuing to work collectively and effectively with our partner agencies. I would like to thank the sporting community of Meath, including clubs, schools, national governing bodies of sport and community organisations for their invaluable sporting investment in time, energy and effort. We greatly value the contribution of our various partners and volunteers and we look forward to continuing to work together in furthering participation opportunities in sport and physical activity.

I would like to acknowledge the Board of Directors and their respective agencies for their continued support in setting the strategic priorities and direction of Meath LSP. I thank the Irish Sports Council for their ongoing financial and practical support and guidance, in particular John Treacy, Chief Executive and the staff of the Participation Unit. I also acknowledge my colleagues in the Local Sports Partnership network for their valuable advice and support. Thank you to Humphrey Murphy of Irish Leisure Consulting for facilitating the strategic review and planning process.

Finally, I would like to acknowledge the outstanding drive, dedication and commitment of the Meath LSP staff of Marcella Mitchell, Ruairí Murphy, David McCaffrey, Aine Coogan, Joe Faulkner and Jenny McAlloon and thank them for their valuable contribution and hard work to the ongoing success of Meath LSP.

**Mary Murphy**

# About Meath Local Sports Partnership

## Background

Meath Local Sports Partnership (Meath LSP) was established in 2002 by the Irish Sports Council to plan, lead and coordinate the development of sport and physical activity in County Meath. This is achieved through engagement with sporting bodies, community and voluntary organisations, local and national agencies and statutory bodies.

This is our third strategic plan, having already implemented two plans for the periods 2002-2006, 2007-2012 (extended to 2013 to include review document).

While the Irish Sports Council is our parent organisation, Meath LSP is a company limited by guarantee, governed by a Board of Directors. The board is representative of sports organisations, statutory agencies, corporate sector and community and voluntary organisations from across Meath. The Board is central to the strategic direction of Meath LSP and meets regularly to monitor its direction and actions.

## Our Team

Meath LSP currently employs seven staff who manage the delivery of this plan. Staff is supported by part time sports tutors and volunteers. Meath LSP works closely with sports clubs, schools, community organisations and local volunteers, who are fundamental to the capacity of Meath LSP to deliver and support a range of appropriate sports and physical activity programmes.

## What we do

In guiding our work, Meath LSP uses the definition of sport established by the Council of Europe which encompasses "all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels."

Meath LSP provides a leadership role for the co-ordination, development and delivery of sport and physical activity opportunities in County Meath within the framework of our strategic plan and the resources available. Our work includes the provision of information on sport and physical activity,

the facilitation of education and training opportunities and supporting the development and implementation of programmes and events that encourage greater participation.

Meath LSP works with and supports the work of the staff and volunteers of our partners and stakeholders in promoting participation in sport and physical activity. We are supported in this role by local and national agencies, statutory bodies, sporting organisations and community and voluntary organisations.

### **Our Target Groups**

While we endeavour to support the increase in participation in sport and physical activity of the people of County Meath, individuals with low participation rates in sports and physical activity, are our particular focus. Our priority target groups for this plan are:

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

## Strategic Review

As part of the strategic planning process, Meath LSP undertook an external review of the delivery of its Strategic Plan 2007 – 2012 “Sport and Physical Activity - a Way of Life.” This review was conducted by Humphrey Murphy from Irish Leisure Consultants. The following is a brief synopsis of this review.

It is evident from this review that Meath LSP operates in an effective manner, has grown its range of activities and network, has relevance across its target audiences and has sourced significant human and financial resources to deliver its mandate.

In effect Meath LSP has become a significant and credible agency/resource for recreational sports development and physical activity in County Meath. The following are some of the underlying drivers of Meath LSP’s relevance and effectiveness:

- Meath LSP model has extended beyond the direct delivery of programmes to include a coordinating and a leadership role.
- The Board of Meath LSP is compact and efficient, and there is evidence of synergy between the Partner organisations represented on the Board and Meath LSP.
- The staff of Meath LSP has a clear and shared vision of the role of Meath LSP and they are effective in its realisation.
- The programmes of Meath LSP appear to be fit for purpose and are often innovative. These programmes in addition to targeting specific groups within the community also include the general community and mass participation.
- The work of Meath LSP amongst its target groups is effective and in particular its work with individuals with a disability has a meaningful and a potentially long-term impact.
- The finances of Meath LSP are operated in a prudent manner and there are substantial direct and indirect resources provided to Meath LSP from its Partners.
- Meath LSP communications are diverse and well managed.

It is apparent that Meath LSP should continue to operate largely as it has done to date, however the context for the Partnership is evolving and changing. As a consequence there are further opportunities for Meath LSP to develop its role and relevance. For example the Health Service Executive, Louth Meath Education Training Board and Local Authorities (all partners of Meath LSP), are undergoing a significant change process which has the potential to reshape their relationship with Meath LSP – of particular note is the proposed LA’s Local Community Development Committees and the role they will play in the health and well being of their citizens. The opportunities and challenges of this changing context are outlined in the following internal and external environment analysis.

## Internal Environment

The Meath LSP remit and responsibilities range from office administration to sector leadership. Meath LSP has grown the range and quality of its procedures and programmes and this approach, activities and services should largely be maintained. However given the changing operational environment and the potential of Meath LSP to do more, there are opportunities to further enhance its activities:

- Monitor and Evaluate: Additional research and objective data will assist Meath LSP to monitor, evaluate and illustrate its impact. A formal small scale research and analysis system will support this data gathering and analysis process.
- Leadership: Meath LSP is developing a greater recreational sports leadership role in the County. The Board, Partners and staff must, structure and resource this important leadership opportunity for Meath LSP.
- Programme Portfolio: The resources of Meath LSP are appropriately allocated and result in a comprehensive portfolio of activities. In-order to manage its current activities while also responding to its changing environment, Meath LSP must continue to review its programme portfolio, and programme entry and exit strategies.
- Communications and Branding: As the communication output and channels of Meath LSP grow, a formal communications plan which recognises the different needs of Meath LSP's (a) internal and agency communications (Partners, Board members, staff and immediate stakeholders), and (b) external communications (general public and participants), is suggested. In addition a review of the Meath LSP brand might generate an agreed "house style" and brand for specific Meath LSP programmes.
- Staff Retention and Training: Meath LSP's limited resources may undermine the retention of its current experienced staff and maintaining the current staff levels of Meath LSP is a priority. Meath LSP staff skills must continue to develop and diversify in response to the growing coordination and leadership role of Meath LSP.
- Engaged and Active Partners: There are further opportunities to embed Meath LSP with its Partners via its Board members. The individual Partner organisation needs, expectations and their synergies with Meath LSP, might benefit from additional feedback, analysis and formal agreements. Such agreements might also clarify Board members roles as a representative of the Partner organisation and their responsibility to Meath LSP.

## External Environment

The focus and activities of Meath LSP are largely shaped by the priorities of the Irish Sports Council (ISC) at a national level and by our partner's national and local strategies. Thus Meath LSP will continue to apply our expertise and local knowledge to these national and local strategies and so secure resources and deliver meaningful and best value sports and physical activity programmes for our community. The national and local issues which shape the current and future provision of sports and physical activity in the County include:

- Agency Support: Despite the current recession our Partners continue to resource Meath LSP, we will continue to strengthen these relationships and be an important asset for our Partners. Meath LSP will continue to assist agencies, sports NGBs/clubs and others to make best use of existing sports and physical activity resources.
- Sport and Physical Activity Trends: Meath LSP has responded effectively to the growth in expressed demand for sports such as physical activity, through its provision of specific programmes and mass participation events. We must however continue to prioritise our core role of increasing participation amongst the sedentary members of the community.
- Unemployment: Increased unemployment and reduced incomes have contributed to the growth in sports and physical activity participation as a means of managing personal wellbeing. The Active Communities initiative and other Meath LSP programmes are an effective response to these wellbeing needs and must be sustained.
- Lifestyle Diseases: The incidences of lifestyle diseases such as obesity, type two diabetes, cancer and cardio vascular disease are increasing in Ireland. Meath LSP continues to have a pivotal role in delivering sports and physical activity as part of the prevention and solution for these diseases.

In conclusion Meath LSP is actively responding to the sports and physical activity needs of County Meath community within the changing economic environment. New priorities are emerging such as charting our impact, sustaining our resource base, leading as well as coordinating and yet deeper Partner agency integration.

The following is an outline of the four overarching concepts to emerge from the review which inform the content and outcomes of the following strategic plan.

- Continue: continue to deliver, coordinate appropriate sports and physical activity programmes
- Lead: increase Meath LSP's sports and physical activity leadership focus and activities.
- Partnership: strengthen existing and develop new partnerships.
- Value: continue to secure resources, strengthen our competence and demonstrate our value for money.

The following document takes into account the recommendations from the external review, and builds on the past experience and success of Meath LSP and plots its future direction.

## Our Vision

Meath – More People, More Active, More Often

## Our Mission

The mission of Meath LSP is to increase participation in sports and physical activity throughout County Meath by:

1. Supporting quality sports and physical activity opportunities.
2. Connecting people with sports and physical activity.
3. Making best use of County Meath's sports and physical activity resources.

## Sought Outcomes

More quality sports and physical activity opportunities, participation and resources available to and enjoyed by all in County Meath.

## Meath LSP Values

The following are the key values which shape the actions of Meath LSP:

- **Equality** – We recognise that not all people have equal opportunity to participate in sports and physical activity and we commit ourselves to ensuring that our programmes reach out to under represented groups and to advocate for a society where inclusive participation becomes the norm.
- **Sustainability** – We will promote, support and advocate for the sustainable development of sports and physical activity in Meath.
- **Integrity** – We will endeavour to ensure all our processes, procedures and decisions are undertaken in an open, transparent and accountable manner. We are happy to answer all queries on how our decisions are made.
- **Respect** – We will at all time respect the virtue's and cultures of our partner organisations and those who engage with us.
- **Partnership**: Meath LSP is part of a multi-agency network which support and encourage sports and physical activity participation. Meath LSP is committed to developing sport and physical activity by working in partnership with all stakeholders in order to maximise impacts for our county.

## **Context**

Meath Local Sports Partnership operates within the context of a wider sport, social, community development and health agenda. As such Meath LSP strategically links with and is guided by the following strategies:

### **National Context:**

#### **Irish Sports Council: Statement of Strategy 2012 – 2014**

Meath LSP was established under the Irish Sports Council with the mandate of creating sustainable structures for the people of Meath to become involved in sport at a level of their choosing, regardless of their ability, gender or background.

#### **Healthy Ireland - A Framework for Improved Health and Wellbeing 2013 – 2025**

The framework has a vision “where everyone can enjoy physical and mental health and well being to their full potential, and where wellbeing is valued and supported at every level of society”.

Meath LSP has a role in supporting a number of HI Framework goals.

#### **National Programme for Government 2011 – 2016**

The National programme for Government identifies the focus for sports funding as being to “prioritise projects which further greater participation in sport on a local and national level.” Similarly the Department of Transport, Tourism and Sport’s overall policy goal is “to contribute to a healthier and more active society by promoting sports participation and by supporting high performance and the provision of facilities”.

Meath LSP is the primary agency with responsibility for greater participation in sports at a local level, which supports a healthier and more active County Meath community.

## **Local Context**

Meath LSP will continue to promote, encourage and support sports development and participation in County Meath.

Despite current economic challenges, Meath LSP remains focussed on its primary objective, namely increasing the number and range of sporting activities.

In doing so Meath LSP will be required to capitalise in on its own ability and internal skills set and experience to adapt to the modern trend of sports diversification, thereby creating a broader range of participant activities which will incorporate and encourage participants of all sporting and physical abilities.

Meath LSP will prioritise the implementation of National and Local strategies however in doing so we will aim to ensure that National Priorities are successfully implemented in a manner that benefits Local Communities.

### **Our Goals**

In order to bring us closer to our vision and mission we have identified three priority goals:

1. **Active Communities:** more people, more active, more often. Meath LSP will continue to support a range of sport and physical activity pathways, programmes and facilities in Co. Meath.
2. **Active Partnerships:** Meath LSP will engage with and support the partner organisations and National Governing Bodies of Sport, who make sports and physical activity possible in our County.
3. **Active Processes:** Meath LSP will operate in an effective and transparent manner, grow the capacity of our staff, research our impact, communicate effectively and make best use of our data and IT systems.



# Active Communities

*~ more people,  
more active,  
more often*

# Active Communities - more people, more active, more often

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## Objective 1.1 – Continue to develop and support a range of pathways for sport and physical activity in Co. Meath

### Measures of success

Meath LSP initiatives will result in:

- Continued, coach and volunteer training initiatives, networking and coordination
- More diverse extracurricular school sports and physical activity programmes and facility access
- Clubs and community groups delivering and sustaining a broad range of sport and physical activity programmes

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### MEASURES

- Training Initiatives
  - Diverse Extracurricular Provision & Access
  - Club & Community Provision
- 

### Initiatives:

Meath LSP will:

1. Capacity build clubs, school, community and NGBs
  2. Promote the benefits of community based sport and physical activity for communities, healthy lifestyles and quality of life in Meath
  3. Empower communities to engage with, develop and deliver community-wide local sport and physical activity programmes inclusive of the corporate sector
  4. Work with school representatives to support the sharing of school based sports facilities, the development and delivery of extracurricular sports and physical activity
- 

### INITIATIVES

- Capacity building
  - Promote Participation
  - Empower Community Engagement
  - Additional School Engagement
- 

### Impact post 2016:

There will be an increased range of quality community sport and physical activity opportunities, which are appropriate to the needs and resources of the community in Meath.

# Active Communities - more people, more active, more often

## Objective 1.2 – Balanced Programme Portfolio

### Measures of success

Meath LSP initiatives will result in:

- The continuity of 80% of current Meath LSP programming/participation opportunities
- Annual programme objectives for priority target groups
- Additional innovative sports and physical activity programmes
- A balanced portfolio of sports and physical activity programmes

### MEASURES

- 80% Continuity of Programmes • Target Group Objectives • Continued Innovation
- Balanced Programme Portfolio • Targeted Population Groups • Priority Locations

### Initiatives:

Meath LSP will:

1. Evaluate Meath LSP's existing programmes
2. Complete an annual programme portfolio review
3. Engage with NGB, club, community group and priority group representatives regarding their programming needs
4. Review the engagement levels of club, community and priority group representatives with Meath LSP and develop recommendations
5. Undertake a formal sports and physical activity new programme selection process for new programmes

### INITIATIVES

- Evaluate Programmes • Portfolio Review • Engage with Representatives
  - Review Engagement • New Programme Selection Process

### Impact post 2016:

An enhanced and targeted range of community-wide programmes.

# Active Communities - more people, more active, more often

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## Objective 1.3: Facility Development, Management and Support

### Measures of Success

Meath LSP initiatives will result in:

- An enhanced range of facility management and development supports
  - Best practice guidelines for sports facility development and programming
  - An up-to-date online database of indoor, field and natural facilities
  - A shared position statement with relevant agencies, on the strategic development of sports and physical activity facilities in the County
- 

### MEASURES

- Facility Supports • Programming Guidelines • Facilities Database
  - Position Statement • Development & Funding Information
- 

### Initiatives:

Meath LSP will:

1. Develop an online facility management and development resource pack
  2. Explore and if sustainable, develop a facility sharing initiative
  3. Provide capacity building programmes for club and community staff and volunteers in partnership with relevant NGB's
  4. Host themed facility management and development workshops for public, club and community facility managers
  5. Update the online database of sports facilities in County Meath every two years
  6. Explore new ways of thinking around volunteer development, in partnership with other relevant agencies and organisations
  7. Support local agencies in the sustainable development of natural and built infrastructure for use by the wider community in Co. Meath
  8. Support public and private facility initiatives that promote increased participation and multi-use, particularly those that target low participation groups
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### INITIATIVES

- Online Resource-pack • Facility Sharing Initiative • Capacity Building
  - Facility Development Workshops • Facility Database • New Thinking on Volunteers
- 

### Impact post 2016:

There will be a greater diversity and volume of quality sports and physical activity facilities and providers.



# Active Partnerships

*~ more people,  
more active,  
more often*

# Active Partnerships - more people, more active, more often

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## Objective 2.1 – Support Partner, Agency and Stakeholder Involvement

### Measures of success

Meath LSP initiatives will result in:

- Further consolidation of partner, agency and stakeholder relationships
  - A shared vision of the potential of sports and physical activity between Meath LSP and its individual partner agencies and stakeholders
  - Increased policy input by partners agencies and stakeholders into the strategic direction of Meath LSP
  - An increased awareness of and use of sports and physical activity as a means of delivering other agency objectives
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### MEASURES

- Consolidate Relationships • Shared Vision • Increased Partner & Stakeholder Input
    - Sport as part of solution for others
- 

### Initiatives:

Meath LSP will:

1. Compile a stakeholder register and management process
  2. Undertake an annual review of the needs and expectations of the Meath LSP partners, monitor organisational change in partner agencies and identify opportunities for new strategic alliances, particularly with emerging structures
  3. Identify and target sports and physical activity related social and economic development opportunities with our partners and stakeholders
  4. Align Meath LSP strategy with local development plans where appropriate
- 

### INITIATIVES

- Stakeholder Register & Management Process • Partner Needs Review & Management
    - Social & Economic Development • Service Plans & Commitments
- 

### Impact post 2016:

The County Meath network of agencies will be more aware of the potential and of using sports and physical activity as a means of achieving their objectives.

# Active Partnerships - more people, more active, more often

## Objective 2.2 – Enhanced Engagement with the National Governing Bodies of Sport (NGB)

### Measures of success

Meath LSP initiatives will result in:

- The additional engagement between the Meath LSP and NGBs of Sport, in particular the minority sport NGBs
- Sports and community development initiatives, undertaken in partnership between Meath LSP and relevant NGBs
- An increase in NGB delivered and Meath LSP supported sports and physical activity programmes at club and community level

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### MEASURES

- NGB Engagement • NGB & Community Development Initiatives
  - NGB/Meath LSP Programmes
- 

### Initiatives:

Meath LSP will:

1. Identify and prioritise NGB related sports development and participation gaps and opportunities in County Meath.
2. Discuss and agree with relevant NGBs, Meath LSP support for appropriate recreational sports and physical activity development initiatives.
3. Support accredited coach education training initiatives amongst NGB's & clubs.
4. Support the delivery of local training programmes by NGBs.

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### INITIATIVES

- NGB Sports Participation Gaps & Opportunities • Discuss & Agree on Supports
    - Coach Training Initiatives • Support local NGB Training Programmes
- 

### Impact post 2016:

There will be an increase in the number and range of NGB supported, community based sports programmes and training initiatives.

# Active Partnerships - more people, more active, more often

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## Objective 2.3 – Enhanced Board and Governance Structures

### Measures of success

Meath LSP initiatives will result in:

- Full Board member involvement in the vision, leadership and advocacy of Meath LSP
- The continued balancing of the Board's skill set and sub-structures, in response to the changing needs of Meath LSP
- The strengthening of Meath LSP via further leveraging of the experience and capacity of its Board members

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### MEASURES

- Vision Leadership & Advocacy • Skill set & Sub-Structures
  - Leverage Board Member Experience
- 

### Initiatives:

Meath LSP will:

1. Complete a biannual review of Meath LSP Board recruitment and appointment processes
2. Identify and agree on specific roles and responsibilities for board members and sub committee members
3. Undertake an annual board strategic visioning meeting
4. Enhance the procedural framework of board meetings
5. Generate an agreed policy regarding board succession planning, sub-structures and co-opting

### INITIATIVES

- Board Recruitment Review • Specific Responsibilities • Strategic Visioning
- Procedural Framework • Succession Substructure & Co-opting Policy

### Impact post 2016:

Further growth in the capacity of the Meath LSP Board to shape and lead Meath LSP in response to the changing environment and needs of the Meath community.



# Active Processes

*~ more people,  
more active,  
more often*

# Active Processes - more people, more active, more often

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## Objective 3.1 – Effective and Transparent Operations

### Measures of success

Meath LSP initiatives will result in:

- Robust financial procedures, monitoring & management controls
  - Meath LSP satisfying the reporting requirements of its funders and regulators
  - The updating of Meath LSP policies and procedures in line with legislation and good practice
  - The seamless linking of Meath LSP's budget with its annual operational plan
  - A current and comprehensive approach which addresses the risk management needs of Meath LSP
- 

### MEASURES

- Financial Controls • Reporting Requirements • Policies Procedures
  - Budget Planning • Risk Management Policy
- 

### Initiatives:

Meath LSP will:

1. Implement the 2013 strategic review recommendations
  2. Develop and adhere to an annual operation plan
  3. Annually review Meath LSP standard operating procedures
  4. Identify and pursue appropriate funding measures for Meath LSP
  5. Evaluate and respond to the potential of a Meath LSP sponsorship partner
  6. Identify and comply with all relevant legal and regulatory requirements
  7. Conduct an annual risk analysis and scenario planning process
  8. Monitor the ongoing delivery of the objectives of the Meath LSP strategic plan via a structured measurement and analysis process
- 

### INITIATIVES

- Implement Review Recommendations • Annual Operations Plan
  - Review Operating Procedures • Pursue Funding • Evaluate Sponsorship Potential
    - Risk Analysis • Monitor Plan Delivery
- 

### Impact post 2016:

Meath LSP activities will function within an effective operating structure.

# Active Processes - more people, more active, more often

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**Objective 3.2 – Support the capacity of Meath LSP staff to respond to the changing environment and evolution of the Partnership**

## Measures of success

Meath LSP initiatives will result in:

- The continued professional development and motivation of staff
  - Secure funding for an appropriate staff complement
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## MEASURES

- Staff Training • Secure Staff Funding
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## Initiatives:

Meath LSP will:

1. Review and clarify staff roles and responsibilities
  2. Provide an annual performance review and training needs assessment for individual staff
  3. Make available appropriate professional developmental opportunities for staff positions
- 

## INITIATIVES

- Review Staff Responsibilities • Performance Review
  - Professional Development Opportunities
- 

## Impact post 2016:

The staff of Meath LSP will continue to develop their experience and skill set and hence increase their ability to deliver the vision of Meath LSP.

# Active Processes - more people, more active, more often

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## Objective 3.3 – Evaluation Programme

### Measures of success

Meath LSP initiatives will result in:

- A formal process to evaluate the impact of Meath LSP programmes and events.
  - Amend Meath LSP programmes in response to research findings.
  - Publish Meath LSP research findings and where appropriate integrate these findings with the annual SPEAK<sup>1</sup> report.
- 

### MEASURES

- Formal Programme Evaluation Process
  - Amend Programmes
  - Publish & Integrate Research Findings
- 

### Initiatives:

Meath LSP will:

1. Identify plan and undertake a pilot research process, which evaluates the impact of specific Meath LSP programmes
  2. Evaluate the research process and in accordance with these findings identify an appropriate Meath LSP research template
  3. Identify priority, annual research needs, objectives and resources/support
  4. Undertake programme research in accordance with available resources
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### INITIATIVES

- Pilot Research Programme
  - Research Template
  - Prioritise & Undertake Research
- 

### Impact post 2016:

An objective monitoring and evaluation framework which will identify and illustrate the impact of Meath LSP programmes.

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<sup>1</sup>SPEAK is an annual evaluation and report process undertaken by each of the national network of Local Sports Partnerships.

# Active Processes - more people, more active, more often

## Objective 3.4 – Effective Communications

### Measures of success

Meath LSP initiatives will result in:

- A two strand communications approach targeting our internal (staff, board, partners and stakeholders) and external audiences (programme participants and leaders)
- A timetabled flow of information to and from the Meath LSP across a range of communication channels
- Continued innovative use of web/social media channels
- Formal staff and board communication responsibilities

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### MEASURES

- Two strand Communications • Communications Channels
  - Innovative Media Use • Formal Communications Responsibilities
- 

### Initiatives:

Meath LSP will:

1. Maintain and communicate a coherent message regarding the role of sports and physical activity
2. Develop and implement an annual communications plan with monthly targets
3. Complete an annual communications review
4. Develop programme/event specific promotion plans as part of the planning process
5. Review the Meath LSP brand and promotional materials and act on any review recommendations

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### INITIATIVES

- Communication Message • Annual Communications Plan & Review
  - Prioritise & Undertake Research
- 

### Impact post 2016:

Meath LSP will increase its ability to communicate with and respond to our partners and participants in the sports and physical activity sector.

# Active Processes - more people, more active, more often

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## Objective 3.5 – Making best use of our information management systems and data

### Measures of success

Meath LSP initiatives will result in:

- Continued confidence in the integrity of Meath LSP's database and IT infrastructure
  - The effective and secure sharing of programme information within Meath LSP
- 

### MEASURES

- Database & IT Integrity • Effective & Secure Information Sharing
- 

### Initiatives:

Meath LSP will:

1. Capture, review and update the Meath LSP network data
  2. Review Meath LSP's current and future data management needs
  3. Identify the data management resources required for Meath LSP
  4. Identify and adhere to data protection legislation
- 

### INITIATIVES

- Capture Review Update Network Data • Review Data Needs
  - Identify Data Management Resources • Adhere to Data Protection Legislation
- 

### Impact post 2016:

The reach and impact of Meath LSP activities will be strengthened through the effective management of its IT and database resources.

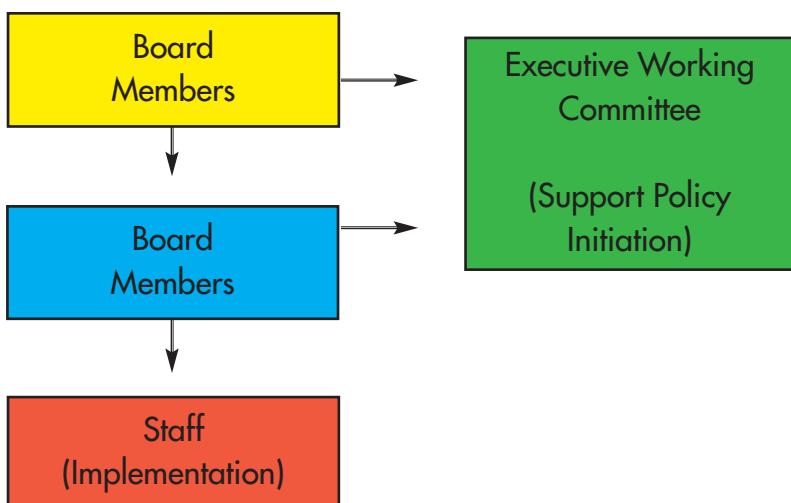
## Strategy Implementation

The Board of Meath LSP is responsible for the strategic direction and policy development of sport and physical activity in County Meath. This strategy represents Meath LSP's direction for the next four years.

In line with this current strategy 2014 – 2017 Active Meath, a full board review will take place in 2014 to ensure the board is best placed to meet this responsibility in a changed and changing environment. The successful implementation of the three strategic areas: Active Communities, Active Partnerships & Active Processes, will depend on all stakeholders taking ownership for and delivering on their commitments as outlined in the strategy and supporting operational plan.

The work of the Co-ordinator and Board is supported by the appointment of sub committees to drive policy development, review and implementation.

### Meath LSP Operational Structure for Strategy Implementation



### Annual Operational Plans

Annual operational plans will be developed by Meath LSP staff and approved by the Board of Meath LSP. The plans will reflect the objectives and actions identified in this strategy and will outline the work to be undertaken in that year, the targets to be reached, the lead partners, supporting agencies and organisations.

## The Next Four Years

Meath LSP has established a good track record in delivering on its commitments to date. Over the next four years, we are committed to maintaining this high standard of delivery and will continue to work in collaboration with our partners and stakeholders in achieving this aim

Objective	Initiative Number	2014	2015	2016	2017
1. Pathways for Sport and Physical Activity	1. Capacity build clubs, school, community and NGBs	✓	✓	✓	✓
	2. Promote the benefits of community based sport and physical activity for strong communities, healthy lifestyles, and quality of life in Meath	✓	✓	✓	✓
	3. Empower communities to engage with, develop and deliver community-wide local sport and physical activity programmes inclusive of the corporate sector	✓	✓	✓	✓
	4. Work with school representatives to support the sharing of school based sports facilities and the development and delivery of extracurricular sports and physical activity	✓	✓	✓	✓

Objective	Initiative Number	2014	2015	2016	2017
1.2 Balanced Programme Suite	1. Evaluate Meath LSP's existing programmes	✓	✓	✓	✓
	2. Complete an annual programme portfolio review	✓	✓	✓	✓
	3. Engage with NGB, club, community group and marginalised group representatives regarding their programming needs across the life span	✓	✓	✓	✓
	4. Review the engagement levels of club, community and marginalised representatives, with Meath LSP and develop recommendations	✓	✓	✓	✓
	5. Undertake a formal sports and physical activity new programme selection process	✓	✓	✓	✓

Objective	Initiative Number	2014	2015	2016	2017
	1. Develop an online facility management and development resource pack	✓			
	2. Explore and if sustainable, develop a facility sharing initiative		✓		✓
	3. Provide capacity building programmes for club and community staff and volunteers in partnership with relevant NGB's	✓	✓	✓	✓
	4. Host themed facility management and development workshops for public, club and community facility managers	✓	✓	✓	✓
	5. Update the online database of sports facilities in County Meath every two years	✓	✓	✓	
	6. Explore new ways of thinking around volunteer development, in partnership with other relevant agencies and organisations	✓	✓	✓	✓
	7. Support local agencies in the sustainable development of natural and built infrastructure for use by the wider community in Co. Meath	✓	✓	✓	✓
	8. Support public and private facility initiatives that promote increased participation and multi-use, particularly those that target low participation groups	✓	✓	✓	✓
<b>1.3 Facility Development, Management and Support</b>					
Objective	Initiative Number	2014	2015	2016	2017
	1. Compile a stakeholder register and management process	✓			
	2. Undertake an annual review of the needs and expectations of the Meath LSP partners, monitor organisational change in partner agencies and identify opportunities for new strategic alliances, particularly with emerging structures	✓	✓	✓	✓
	3. Identify and target sports and physical activity related social and economic development opportunities with our Partners and stakeholders	✓	✓	✓	
	4. Align Meath LSP strategy with local development plans where appropriate	✓	✓	✓	✓
<b>2.1 Support Partner, Agency and Stakeholder Involvement</b>					

Objective	Initiative Number	2014	2015	2016	2017
2.2 Enhanced Engagement with the National Governing Bodies of Sport	1. Identify and prioritise NGB related sports development and participation gaps and opportunities in County 2. Discuss and agree with relevant NGBs, Meath LSP support for appropriate recreational sports and physical activity development initiatives 3. Support accredited coach education training initiatives amongst NGB clubs 4. Support the delivery of local training programmes by NGBs	✓	✓	✓	✓
2.3 Enhanced Board Structures and Governance					

Objective	Initiative Number	2014	2015	2016	2017
2.3 Enhanced Board Structures and Governance	1. Complete an annual review of the Meath LSP Board recruitment and appointment processes 2. Identify and agree on specific roles and responsibilities for board members and sub committee's members 3. Undertake an annual board strategic visioning meeting 4. Enhance the procedural framework of Board meetings 5. Generate an agreed policy regarding Board succession planning, sub-structures and co-opting	✓	✓	✓	✓
2.3 Enhanced Board Structures and Governance					

Objective	Initiative Number	2014	2015	2016	2017
	1. Implement the 2013 strategic review recommendations	✓			
	2. Develop and adhere to an annual operation plan	✓	✓	✓	✓
	3. Annually review Meath LSP standard operating procedures	✓	✓	✓	✓
	4. Identify and pursue appropriate funding measures for Meath LSP	✓	✓	✓	✓
	5. Evaluate and respond to the potential of a Meath LSP sponsorship partner	✓	✓	✓	✓
	6. Identify and comply with all relevant legal and regulatory requirements	✓	✓	✓	✓
	7. Conduct an annual risk analysis and scenario planning process	✓	✓	✓	✓
	8. Monitor the ongoing delivery of the objectives of the Meath LSP strategic plan via a structured measurement and analysis process	✓	✓	✓	✓
<b>3.1 Effective and Transparent Operations</b>					
<b>3.2 Support the Capacity of Meath LSP staff</b>		2014	2015	2016	2017
	1. Review and clarify staff roles and responsibilities	✓	✓	✓	✓
	2. Provide an annual performance review and training needs assessment for each staff member	✓	✓	✓	✓
	3. Make available appropriate professional developmental opportunities for staff positions	✓	✓	✓	✓

Objective	Initiative Number	2014	2015	2016	2017
3.3 Evaluation programme	1. Identify plan and undertake pilot research process, which evaluates the impact of specific Meath LSP programmes 2. Evaluate the research process and in accordance with these findings identify an appropriate Meath LSP research template 3. Identify priority and annual research needs, objectives and resources/support 4. Undertake programme research in accordance with available resources	✓	✓	✓	✓
3.4 Effective communications	1. Maintain and communicate a coherent message regarding the role of sports and physical activity 2. Develop and implement an annual Communications Plan with monthly targets 3. Complete an annual Communications review 4. Develop programme/event specific promotion plans as part of the planning process 5. Review the Meath LSP brand and promotional materials physical evidence and act on any review recommendations in the form of a communication strategy	✓	✓	✓	✓
3.5: Making best use of our information management systems and data	1. Capture, review and update the Meath LSP network data 2. Review Meath LSP's current and future data management needs 3. Identify the data management resources required for the Meath LSP 4. Identify and adhere to data protection legislation	✓	✓	✓	✓



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