



Meath Local Sports Partnership **STRATEGIC PLAN**

2023-2027





TABLE OF CONTENTS

Message from Meath Local Sports Partnership	01
Message from Sport Ireland	02
Message from Meath County Council	03
Statement of Equality	04
Who We Are	05
Our Current Organisational Structure	06
Our Target Audiences	07
Our Key Stakeholders	09
Meath LSP in Numbers	10
Consultation	11
Key themes	12
You told us – We listened	13
Our Vision, Our Mission, Our Values	16
Success	17
Our Strategic Priorities, Goals and Outcomes	19
Measuring Progress	24
Conclusion	25
Acknowledgments	27

Meath Local Sports Partnership

Message from Meath LSP Chairperson, Sharon Tolan and Senior Executive Officer, Mary Murphy

Welcome to the Meath Local Sports Partnership (LSP) Strategic Plan 2023 – 2027. The board and staff of Meath LSP present this strategy as our commitment to getting the people of Meath more physically active, more engaged in sport with more opportunities to increase their levels of physical activity.

Meath LSP's strategy (2023 -2027) builds on the excellent work already underway by the staff team and is guided by the National Sports Policy (2018 – 2027) and on a local level the Meath County Development Plan as well as a number of other sport Ireland strategies.

Critical to achieving the goals as outlined within this strategy, will be the continued support of the Board of Directors, Meath LSP staff, Sport Ireland, Meath County Council, key national and local stakeholders, National Governing Bodies, clubs, organisations, educational establishments and the volunteers within our local communities in Meath.

While the impact of COVID-19 pandemic was immensely challenging for the sport and physical activity sector which witnessed unprecedented decline in activity, volunteering and sporting provision, it has since presented opportunities to enhance innovation and capitalise on an increased focus on physical health and activity. Meath LSP and the wider sporting sector need to adopt new ways to navigate the impacts of the reduction (post COVID) in volunteerism against the challenges faced in maintaining the growth gained with individual sports and physical activities.

We are very lucky to have highly qualified and motivated Board and staff involved with Meath LSP; our tutors and coaches deliver to exceptionally high standards; with their continued support, this strategic plan outlines how Meath LSP will continue to respond, to recover and to thrive in all environments. Our strategic plan provides for a cross-partnership, ambitious, and comprehensive approach to increasing participation, a focus on sustainability and excellence in sport and physical activity.

We would like to thank Meath County Council for their commitment to Meath LSP (both in terms of financial support and physical resources) and Sport Ireland for their ongoing advice, guidance and financial support in the implementation of our strategic plan. We look forward to working with Sport Ireland CEO Dr Una May and her team as we look to the future.

Finally, we thank the Board of Meath LSP for their time and level of engagement with this strategy and the staff of the LSP whose work is integral to the delivery of our objectives and ultimate success of this plan. We are determined to succeed and perform, growing in strength, courage and pride as we face each challenge and opportunity together.



Sharon Tolan
Chairperson



Mary Murphy
Senior Executive Officer

Sport Ireland

Message from CEO Sport Ireland Dr Una May

I would like to congratulate Meath LSP on the development of their latest strategic plan. Sport Ireland has always stressed the importance of ensuring sport is inclusive and attracts participants from every corner of Ireland, from all people, irrespective of ability, age, cultural background, educational attainment, ethnicity, family status, gender, marital status, physical, mental and intellectual capabilities, religious beliefs or sexual orientation. Sport Ireland has always promoted the health benefits and positive social impact of sports participation for all individuals, families and communities, and I am delighted to see the emphasis Meath LSP have placed on this throughout their strategy. In particular, I am pleased to see an emphasis on Women in Sport throughout the strategy. This is an area in which I am particularly passionate about and an area in which Meath have been at forefront for many years. I am glad to see they will strive to continue to remove barriers to participating in physical activity for women and girls.

The National Sports Policy 2018-2027 highlights the significant contribution LSPs make to the sustainable development of sport at a local level. Having worked closely with the Network of LSPs and Meath Sports Partnership for many years I am a strong advocate for the important and impressive work they have conducted and continue to conduct. Since its foundation in 2002, Meath LSP have been an embodiment of this work and I hope that the development of this

latest Meath LSP strategy will allow them to continue to deliver notable results. Their consistent presence and perseverance ensures people of all ages, backgrounds and abilities have access to sport in their local area. The Sport Ireland participation plan 2021-2024 further highlights the important role which LSPs can play by being key advocates in the strategic planning, development and promotion of sport and physical activity at a local level. I look forward to Meath LSP in continuing to make a meaningful contribution to reaching the aims of this plan.

As with all strategic planning processes, the published document is only one part of an important and complex procedure. I commend Meath LSP on the extensive consultation, evaluation and research carried out during the development of this strategic plan, during a period when such work became more challenging than ever. This process produces a strategy that meets the needs of the communities in Meath and has buy in and support across the county. I would like to thank, in particular, the staff and board members of Meath LSP, as well as all stakeholders and partner organisations who were involved in developing this strategy and who will contribute to its successful delivery.



Dr. Una May
Chief Executive Sport Ireland

Meath County Council

Message from Jackie Maguire, CEO of Meath County Council

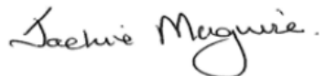
As Chief Executive of Meath County Council I am delighted to welcome the Meath Local Sports Partnership (LSP) Strategic Plan 2023 – 2027.

Meath is a county that has wonderful co-operation and collaboration in all facets of life and sport is no exception in this regard. The mutually beneficial relationship between Meath County Council and Meath LSP enables sports development officers to provide the most appropriate opportunities to every citizen of Meath to participate in sport or physical activity regardless of their age, background, economic circumstances or ability.

This strategy places an emphasis on collaboration between Meath County Council and Meath LSP and how this relationship has strengthened through the delivery of a number of key projects including the Healthy Meath Strategy and the delivery of actions under the Meath Local Economic Community Plan and the Healthy Ireland Programme.

Throughout the years and particularly over recent months we have seen how sport plays a massive role in improving people's physical and mental health while also providing opportunities to connect with others socially. In Meath 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 all sections of our society.

The Council will continue to support Meath LSP and its vision to ensure - "More People are More Active, More Often in Meath".



Jackie Maguire
CEO Meath County Council



Statement of Equality

Meath LSP believes all people, irrespective of ability, age, cultural background, educational attainment, ethnicity, family status, gender, marital status, physical, mental and intellectual capabilities, religious beliefs or sexual orientation are entitled to enjoy the benefits of improved physical and mental health resulting from their participation in sport and physical activity.

We recognise that not all people have equal opportunity to participate in sport, and we commit ourselves to ensuring that our programmes reach out to under-represented groups, and to advocate for a society where inclusive participation is the norm.



WHO WE ARE

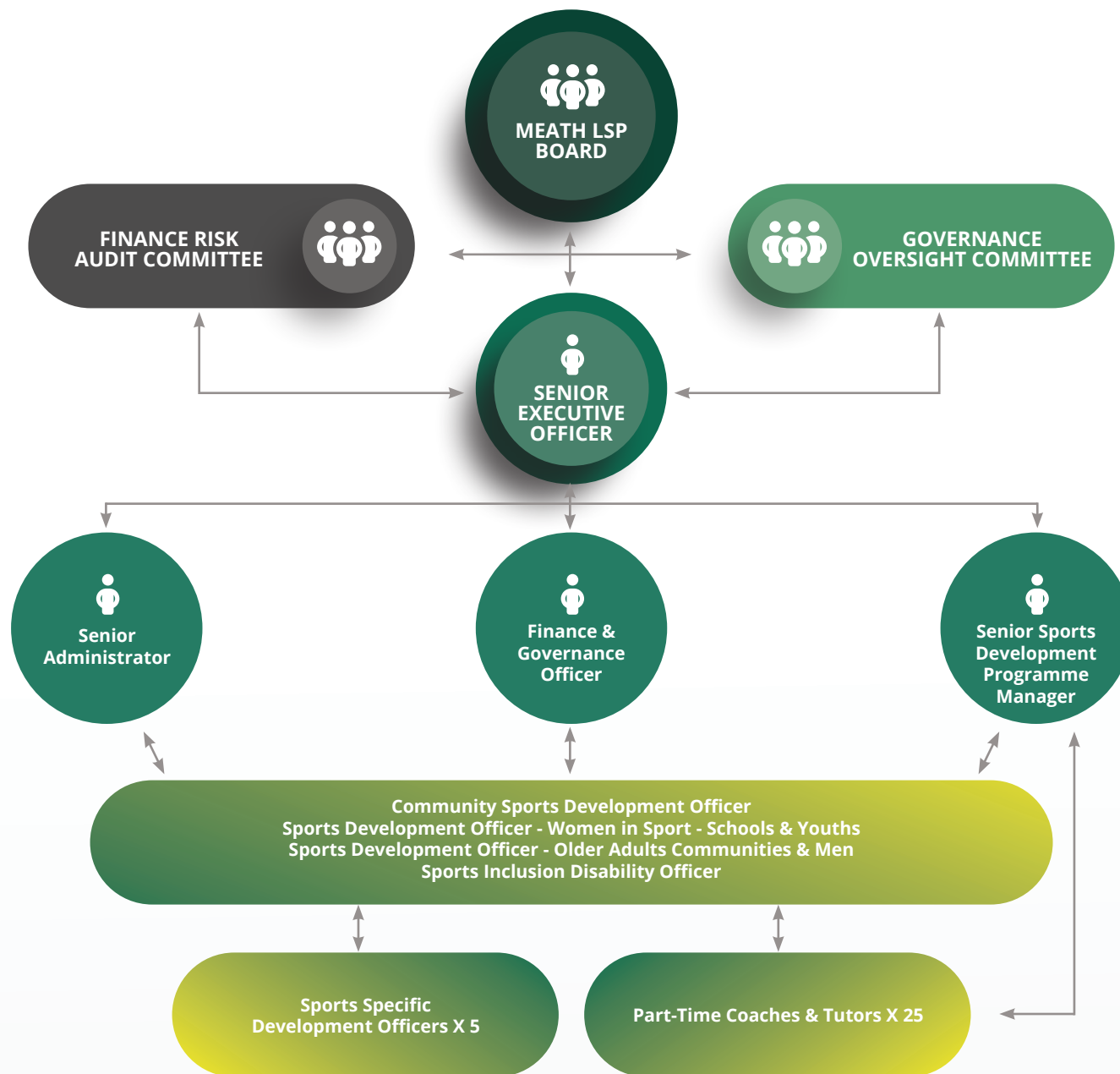
Meath LSP was established in 2002 by Sport Ireland to “**plan, lead and co-ordinate the development of sport and physical activity in Meath**”. Meath LSP is a Company Limited by Guarantee and supported in its work by a Board of Directors from a broad spectrum of representative groups including: sporting organisations, voluntary/ community groups and statutory bodies.

The Board has overall responsibility for setting the strategic direction of Meath LSP and has a vested interest in achieving the aims and objectives of Meath LSP as laid out in this strategy.

Meath LSP partners with national and local agencies, organisations, community groups and sporting bodies in a coordinated approach in leading the development of sport and physical activity in the County.

The Senior Executive Officer of Meath LSP has overall accountability, responsibility, and authority for management of the business and affairs of Meath LSP under the guidance of the Board of Directors whilst assuring compliance with regulatory and governance requirements.

Meath LSP employs a highly qualified, fulltime, professional and motivated staff who are allocated key portfolios and work closely with the Senior Executive Officer, the Board, part-time tutors and coaches and other providers to develop and deliver programmes and activities.



OUR CURRENT ORGANISATIONAL STRUCTURE

The structure of Meath LSP will be reviewed to allow us deliver effectively on this strategy.

OUR TARGET AUDIENCES





OUR KEY STAKEHOLDERS



MEATH LSP IN NUMBERS

Meath Local Sports Partnership a year in the life 2022



24,861

People participated in Meath LSP Programmes

530 Programmes delivered in 53 locations across Meath

530



53



51%

of our total participation were women



Participation rates in Disability Sports increased by

78%

19%

25%

9%

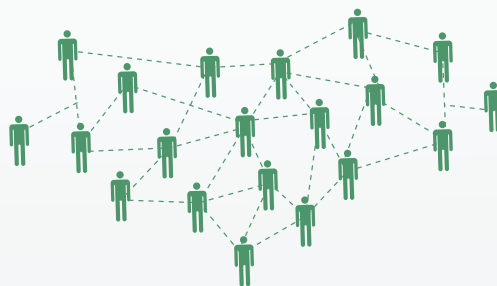
Facebook 746,974

Instagram 855,063

Twitter 174,060



Social media reach



Number of people at mass participation events

2941

86 training & education courses delivered to 1726 participants



86



1726

MEATH LSP MAKES A SPLASH!

Meath LSP utilised our waterways in 2022 with great success! 322 people across our target populations (Women, Men 35+, Youth and Children with a disability) took part in a variety of water sports such as canoeing, water-skiing, yoga & dip, women on water and open water swimming.

RUN JUMP THROW!

Run Jump Throw is an inclusive multi-sports programme for children with a disability. The sessions include sports, fun games and obstacle challenges which help to increase their confidence in participating in regular physical activity. 272 families took part in the weekly inclusive sessions in 5 areas!

SPORT SCHOOL PROGRAMMES!

Meath LSP delivered a wide range of sport specific programmes to primary schools in 2022 which included Olympic Handball, Basketball, Orienteering, Cricket, Badminton and Ladies Gaelic Football. In total, 67 schools took part, 88 teachers received training and 4432 students participated in School Blitz's!

ADULT DAY SERVICES FOOTBALL PROGRAMME

1426

The number of older adults who took part in a variety of physical activity programmes in 2022!

MIGRANT PROGRAMMES

Meath LSP supported migrants in participating in sports and physical activity. 378 children and adults took part in programmes, events and summer camps.

www.meathsports.ie 046 9067 887 @meathlsp

SPORT IRELAND LOCAL SPORTS PARTNERSHIP



CONSULTATION

The process of developing this plan included comprehensive input and engagement from a wide range of stakeholders. Consultations took place with the Board, staff and a number of local and national stakeholders including: clubs, Meath County Council, Sport Ireland, HSE, Healthy Ireland, media, partners, sustainability and community groups. All inputted and gave their suggestions on the development of the plan.

This strategy is the result of a collaborative process that included:

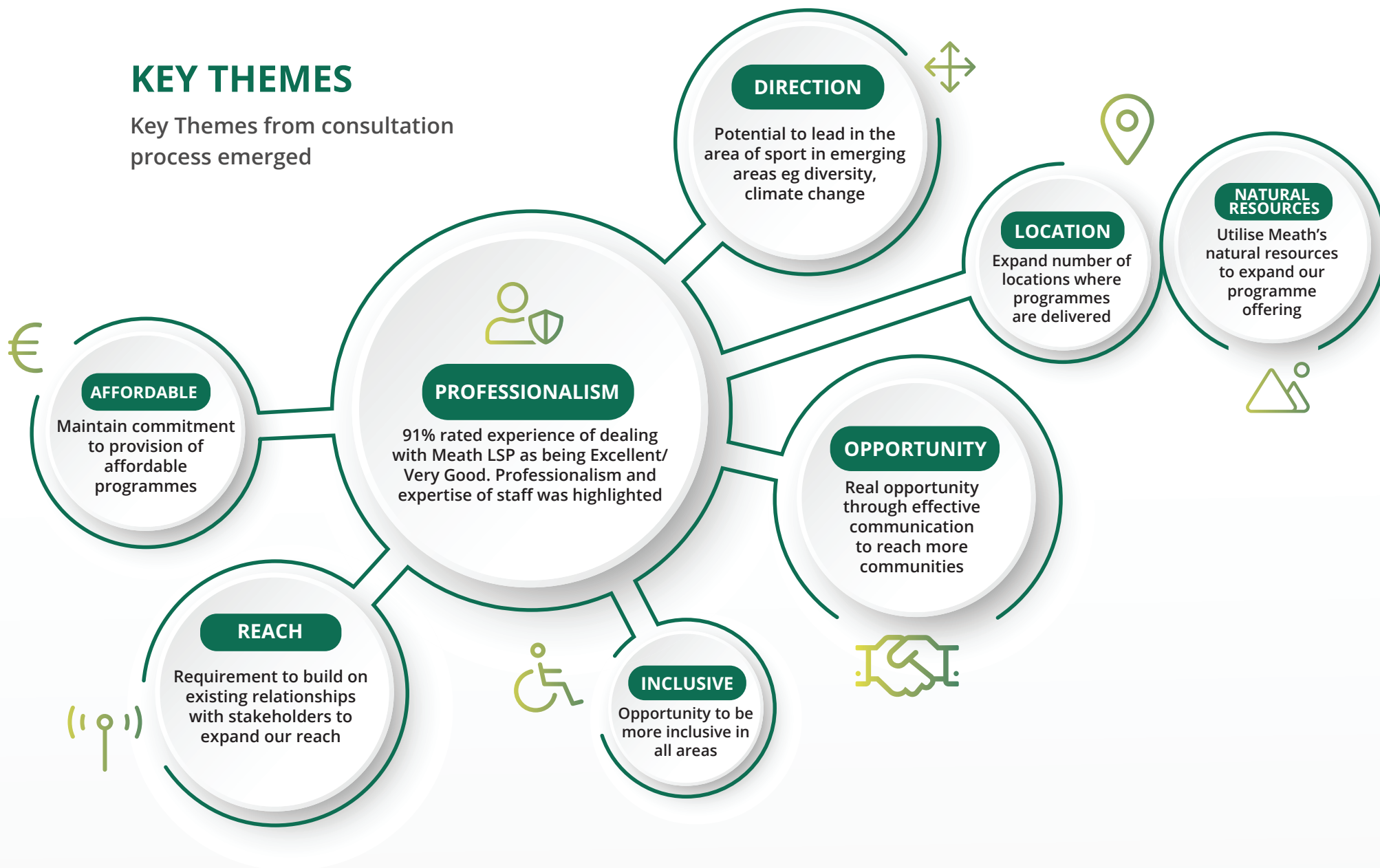
- An independent extensive consultation with both internal (Board and staff) and key external stakeholders and providers (at local and national level)
- A survey of community perceptions
- A review of our previous strategy and analysis of national and local participation levels and trends

The on-line survey produced 348 responses:

- 75% Female
- 25% Male
- 52% First time engagement
- 31% Navan
- 29% 45-54
- 50% Participants in sport

KEY THEMES

Key Themes from consultation process emerged



You told us – We listened



Communicate

Communicate clearly all programmes on offer



+ Spread

Increase spread of programmes across Meath



Communities

Help create healthy and sustainable communities



+ Range

Increase range of programmes on offer



You told us – We listened



Costs

Keep programmes affordable



Leadership

Maintain a strategic approach showing leadership in sport



Environment

Play a part in reducing our carbon footprint



Disability

Develop a wider range of sporting opportunities for people with a disability







Our Vision

Our vision is to ensure – **More People are More Active, More Often in Meath**



Our Mission

Our mission is to increase overall participation in sports and physical activity in Meath, by ensuring **everyone** has an opportunity to be active in environments that promote healthy and sustainable practice.



Our Values



Equality

Our work will at all times be inclusive, allow for diversity and promote equality



Enjoyment

We will create a positive, enjoyable experience promoting fun in our activities



Excellence

We pursue excellence in everything we do and strive to achieve the highest standards



Transparency

We are open, ethical, transparent and operate to the highest level of good governance and integrity



Leadership

Leading by example we set direction and bring people with us



Respect

We respect all who we work with and work for treating everyone with dignity

SUCCESS

What success will look like in 2027

- More people are more active, more often in Meath
- A well governed, adequately resourced, inclusive LSP leading through best practice
- Effectively communicating our message to a wider network
- Increased brand visibility and strengthened relationships with our key stakeholders
- Impacting in a positive way the health and wellbeing of local communities in Meath
- Influencing the future sport and recreational landscape in Meath at a strategic level
- Representing and delivering to an increasingly wide and diverse demographic of the county we work in
- Achieving sustainable development goals through sport and physical activity
- Leading by example by operating with a reduced carbon footprint and working in partnership with National Governing Bodies and clubs in the area of sustainability in the community



STRATEGIC PRIORITIES

The delivery and effectiveness of this strategy is enabled by competent skilled personnel, strong knowledge base, expertise, modern technology, a culture of innovation and a dedication to social responsibility and community engagement. Each priority has a number of goals and specific actions that will be taken in 2023-2027.



OUR STRATEGIC PRIORITIES, GOALS AND OUTCOMES



STRATEGIC PRIORITY 1

Participation in Sport and Physical Activity

We will increase participation in sports and physical activities across our county, ensuring that everyone in our community has access to meaningful and inclusive sporting opportunities.



01

GOAL

GOAL Develop programmes to specifically increase participation, inclusion, diversity and community engagement

OUTCOME An inclusive environment that increases physical activity opportunities and reduces inequality for people of all ages, abilities, ethnicities, and sexual orientations.

02

GOAL

GOAL Work in partnership with our stakeholders, building capacity and advocating for better inclusion and representation

OUTCOME Through strong partnerships, a range of accessible and sustainable physical activity opportunities created for all communities, providing a particular focus to those who are disadvantaged or harder to reach.

03

GOAL

GOAL Develop monitoring, reporting and evaluation processes

OUTCOME Robust monitoring and evaluation tools developed and implemented enabling individuals to become more active, more often. The learning from this strategy will inform the delivery of future physical activity interventions by assessing overall impacts.

STRATEGIC PRIORITY 2

Communications

We will communicate in an efficient and impactful manner through clear and consistent messaging which will demonstrate the positive impact of our work and a clear understanding of our role.



04

GOAL

GOAL Promote a collaborative approach with key partners and stakeholders to increase understanding, develop relationships and enrich future engagement

OUTCOME Enhanced relationships with partners and stakeholders by providing clear, consistent communication, utilising inclusive accessible practices and enhancing experience through shared access to resources.

05

GOAL

GOAL Increase the awareness of Meath LSP and our activities through enhanced use of communication channels

OUTCOME Optimised digital platforms creating a personalised user experience, establishing and maintaining strong relationships with local and national media and key stakeholders. Exploration of new methods of communication providing more people with opportunities to engage with us, while managing efficient data systems to sustain targeted communications.

06

GOAL

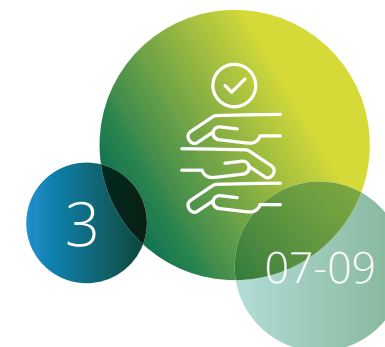
GOAL Maximise the visibility of our Meath LSP brand to gain recognition and increase engagement and awareness

OUTCOME Strengthened and visible Meath LSP brand representing a collaborative, dynamic and welcoming organisation. Driving higher visibility of our brand, through strategic messaging, expansive outreach and innovative partnerships, proactively working to grow our brand and engagement across multiple channels.

STRATEGIC PRIORITY 3

Collaboration and Partnerships

We will expand our positive impact by collaborating effectively with our partners and leveraging our mutual strengths to drive long-term, positive change.



07

GOAL

GOAL Promote a collaborative partnership approach to the implementation of the strategy

OUTCOME Increased collaboration, reduction of inequalities, creating sustainable and healthy communities and improved local planning for sport and physical activity in Meath.

08

GOAL

GOAL Promote an inclusive approach to sport and physical activity with relevant partners

OUTCOME Increased accessibility for sport and physical activity by working with key decision makers and aligning with sector wide best practice creating inclusive active places and communities.

09

GOAL

Goal Develop strong partnerships and successful collaborations to realise shared objectives

OUTCOME Maximised effectiveness in our collaborations by fostering mutual understanding and strong relationships with partners to deliver shared objectives.

STRATEGIC PRIORITY 4

Organisational Efficiency and Oversight

We will utilise best practices to optimise operational capacity, financial sustainability and effective corporate governance.



10

GOAL

GOAL Structure and support our organisation to optimise our capacity to effectively deliver our stated objectives

OUTCOME Maximised operational efficiency by ensuring Meath LSP Board and staff are equipped with the required skillset to deliver our stated objectives.

11

GOAL

GOAL Ensure good corporate governance and compliancy across the organisation

OUTCOME Together the Board and staff maintain and grow a robust financial and governance framework that facilitates collaboration with partners and stakeholders, secures diverse investments, effectively manages risk and adheres to established control policies. Utilising the Governance Oversight Committee and Finance Audit Risk Committee to provide insight and measurement of success.

12

GOAL

GOAL Achieve our organisational objectives by effectively implementing the strategic plan

OUTCOME Delivery of the strategic vision and goals through alignment of performance management measures, effective use of resources, adoption of core values and beliefs and successful implementation of the strategic actions through the annual operational plan which support this strategy.

13

GOAL

GOAL Implement best practices for efficient finance and governance management

OUTCOME Strengthened financial sustainability, strategic governance and team effectiveness of Meath LSP through the implementation of comprehensive finance, governance, and staff training policies and procedures, improved financial management reporting, communication structure, and the use of advanced technology and governance requirements.



MEASURING PROGRESS

This plan will be supported by an annual operational plan prepared by the Senior Executive Officer and staff. The operational plan will set out clearly what actions are to be taken, who is responsible, how each action will be measured, the relevant timetable and the budget required under each area in line with the organisations overall budget planning. The strategic plan will be measured bi-annually by the Board who will be updated on its progression.

CONCLUSION

Sport and physical activity play a big part in the lives of people in County Meath and the growth of participation is evident through the numbers who are now participating in our programmes. It is with a sense of pride that the Board of Directors and staff reflect on the ever-evolving role which has seen Meath LSP move from a direct delivery role to a more focused leadership role. Our aim is to encourage more sports, clubs, communities and organisations to embrace the possibilities for greater participation and engagement in healthy and sustainable environments.

This plan is not intended to be a detailed prescriptive document but sets out the strategic themes and broad objectives on which more detailed and specific operational plans will be developed annually by Meath LSP and relevant partner agencies across the county.

Our Strategic Plan 2023 – 2027 is an important step in underpinning future success. With a shared vision, passion and commitment we can ensure we have a more active and healthy community in Meath.

Working collaboratively, we will grow the strategic capacity of Meath LSP and ensure it becomes the lead agency for sports participation within the county. Our work is about leading a shift in culture and a shift in everyday practice where more people in Meath are participating in sport and physical activity.







ACKNOWLEDGMENTS

Meath LSP would like to thank the Strategy Steering Group for their guidance and direction in the development of the plan for the next five years.

Mary Murphy
Moirá Aston
Dwyne Hill
Carmel Halpin
Paddy Kelly

On behalf of the board and staff of Meath LSP, we would like to take this opportunity to thank Lisa Clancy, of Clansult Ltd, who facilitated the development of this strategy. Her passion, knowledge and expertise in the area of sports development and beyond has been of huge benefit to us in Meath LSP.

Meath LSP would also like to thank all who participated in the consultation process through the online survey, email submissions and one on one interviews. We would also like to thank our Board of Directors and the staff for their assistance and support.

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