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## STRATEGIC PLAN

**2019-2023**

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- Appendix A: Full Programme List

## 1.0 Foreword: Sport Ireland Chief Executive

## 2.0 Introduction

By Mick O' Rourke, LSP Chairperson & Declan Boyle, Co-ordinator of Leitrim Sports Partnership

We at the Leitrim Sports Partnership (LSP) are delighted to present our third Strategic Plan, covering 2019 to 2023. This plan aims to capitalise on the extensive work completed to date and has at its core the intention to improve the health and wellbeing of as many people and target groups as possible in a sustainable and long-term way. The benefits of sport and physical activity are well documented and the diverse range of physical activity programmes delivered throughout the last plan is a credit to Sports Partnership board and staff alike. These benefits include increased physical ability, longevity and opportunities for social interaction, as well as improved mental and physical health. For a rural county like Leitrim the range of sports is phenomenal and very much intrinsic to the life of all, whether as a participant, organiser, volunteer or spectator. With this in mind, the planning process and plan has always had inclusion and activation at its forefront, confirmed by our mission statement:

### **“An Active, Healthy Leitrim for all”**

Building on the success of our first two plans, the main objective of this strategy is to build on the theme of increasing participation in sport and recreational activity for the people of County Leitrim, with particular emphasis on inclusion and disadvantaged communities. This new plan will give us the platform to provide quality participation opportunities for all ages and to continue to deliver quality information and inclusive education and training initiatives to support the increased demands for active and healthy lifestyles. It also gives us an opportunity to expand on the extensive work completed to date and to promote and develop further our role and relationships with all of our partners within local and sporting communities.

The work of the LSP is made possible through funding of the Sport Ireland and key supports of agencies such as Leitrim County Council, the HSE and many others – small amounts of funding can sometimes make the difference between being able to develop and deliver a programme or not, and the support of the LSP can help advise groups and clubs on how to access funding, for everything from small programmes to large infrastructure development.

The process of developing this strategic plan has involved extensive consultation with local sporting organisations, community and voluntary groups, agencies, and board members. We are extremely thankful to them for all their time, vast knowledge and expertise in making this process so valuable to future developments of sport and physical activities throughout the County.

To conclude, we would like to acknowledge the hard work of all those who, through their continued dedication and enthusiasm, have made so many programmes successful and continue to do so as we step forwards into the future. Particular thanks go to the Leitrim County Council, our Director of Services, Mary Quinn, the LSP board members and staff of the Leitrim Sports Partnership, as well as external community coaches and tutors.

Finally, we would like to acknowledge and thank Sport Ireland, the National Governing Bodies of sport, the local clubs, schools, voluntary groups, and community organisations for their continuing support, dedication, commitment and financial investment in partnership initiatives. Together we can enhance the quality of life in Leitrim and make a positive impact on people's lives in the future.

## 3.0 Leitrim Sports Partnership – An Overview

### 3.1 Strategic Framework

- **Our Vision:** “An Active, Healthy Leitrim for all”
- **Our Mission:** We at the Leitrim Sports Partnership are passionate about our people and our County and we believe in the power of sport, physical activity and recreation as a driver for positive change. Our mission is:

**“To drive the coordination, development and delivery of sport and recreational activity in County Leitrim”**

#### Our Key Themes:

- **Active Participation**



- **Active Development**



- **Active Inclusion**



- **Active Communication**



- **Active Governance**



### 3.2 Who we are?

Leitrim Sports Partnership, established in 2009, is a part of Leitrim County Council and the last of the 29 Local Sports Partnerships to formally develop. The activity of Leitrim Sports Partnership is delivered by a team of 4 staff members and a pool of extremely committed and talented community sports coaches. All our activity is overseen and guided by a Board of Directors.

#### Leitrim Sports Partnership Board

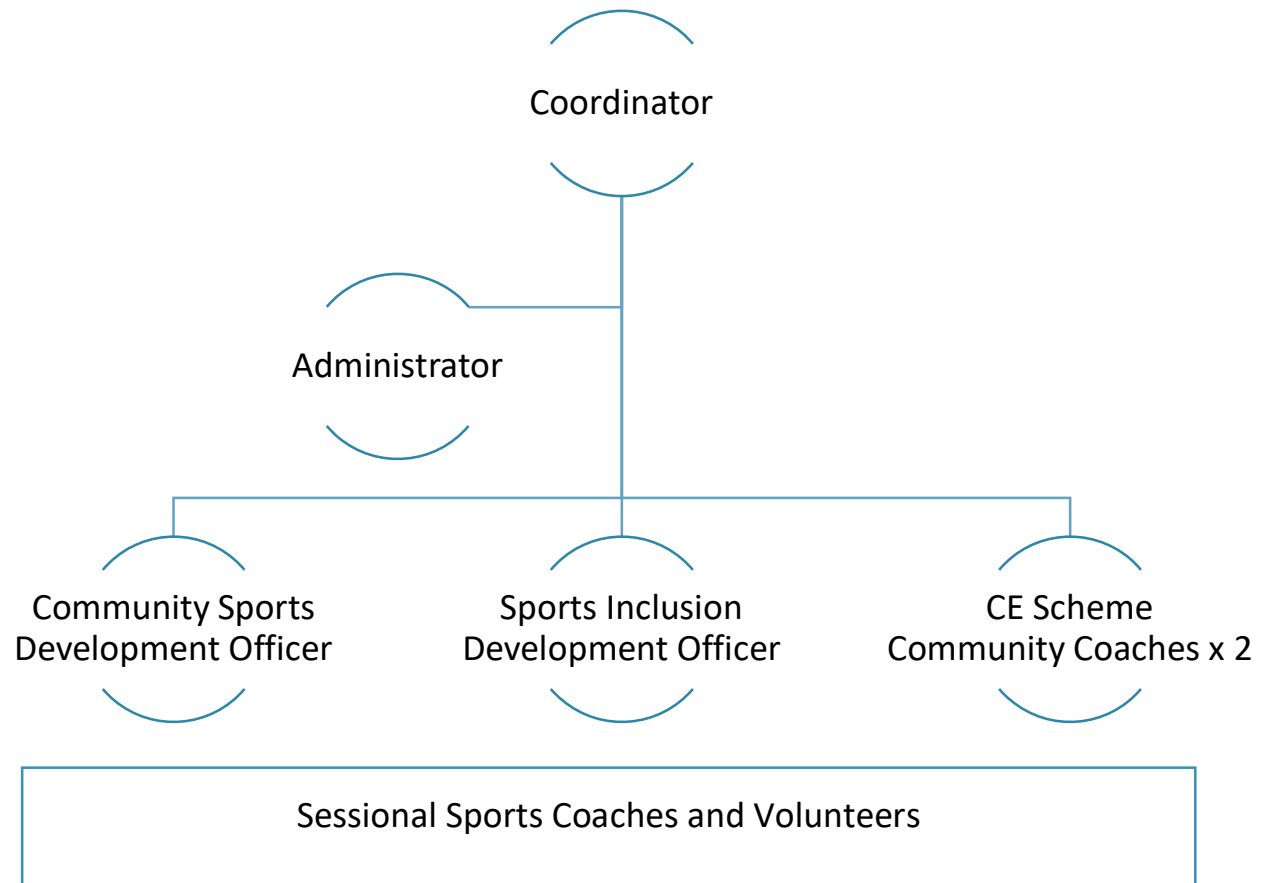




**List of Board Members**

Mick O'Rourke (Chairperson)
Cllr. Enda Stenson
Cllr. Sean Mc Gowan
Cllr. Finola Mc Guire Armstrong
Mary Quinn (LCC)
Donal Fox(LDC)
Marie Sweeney
Lynda Mc Guinness(HSE)
Gary Burke(ETB)
Rebecca Harrold (Disability)
Ronan Mooney (An Garda Siochana)
Christina Gilrane (Sports Rep)
Bernadette Glancy ( Sports Rep)
Terence Boyle ( Sports Rep)
Keelan Reynolds (Sports Rep)
Christena McDermott (Sports Rep)
Dennis Hardman (Sports Rep)
PPN (Rep) TBC
PPN (Rep) TBC

### 3.3 Organisational Structure:





## 4.0 What we do and why we do it?

The main role of the LSP is to facilitate a positive culture of enjoyment in sport and physical activity. The LSP operate within 3 main areas of work which are Target, engage and retain, this is in relation to the people that we provide services for. This has the effect of increasing participation in sport and physical activity. We operate under the leadership and with the support of Sport Ireland (SI), and our objectives are in line with the National Sports Policy 2018 - 2027.

We have now completed two strategic plan cycles with the most recent, 'Towards a Fitter and Healthier Leitrim coming to an end in 2018. Over the past decade we have delivered a wide range of programmes and activities in County Leitrim aimed at increase levels of physical activity and improving the health and wellbeing for a range of individuals and groups.



### What do we mean by participation in sport and physical activity?

Participation in sport or physical activity can mean different things to different people. Some people thrive in a competitive environment while others prefer a relaxed, self governed pace. For some it is about challenging oneself and competing with athletes at a high level. For others it is about getting or staying fit for the sake of health and wellbeing. It can be indoors or outdoors. It can be highly organised, it can be casual.

Selection of programmes delivered  
Education and Training Initiatives  
Men on the Move  
SIDO programmes  
Sports for Older People  
Sportshall Athletics Primary School  
TY Paddle's Up  
Women on the Water  
Youth Sports Leadership

DECLAN TO PROVIDE AN ACTIVITY PHOTO

## 5.0 Strategic Context

The work of the LSP does not take place in isolation, we are very much woven into the fabric of national and local policy and strategy context that helps to frame our work and aligns the LSP to the broader infrastructure within the county and at a national level.

### 5.1 National Context

#### Sports Policy Context

This document sets out the third strategic plan of the Leitrim Sports Partnership. It is framed under the guidance of the **Department of Transport, Tourism and Sport's National Sports Policy 2018-2027** and aims to achieve two of three high goals in this policy.

- ✓ Increased Participation: A significantly higher proportion of Irish children and adults from all sectors of society are regularly involved in all forms of active and social participation in sport
- ✓ Improved Capacity: We will have “fit for purpose” Irish sporting bodies (NGBs, LSPs and clubs) with strong leadership, ethics and governance at all levels, professionals and volunteers suitably trained and developed, and modernised working methods and systems. There will be greater levels of cooperation within and across sport, and between sport and other sectors, private and public

LSP operates with the support, investment and leadership of **Sport Ireland (SI)** and we support SI to realise their sports participation objectives locally.

#### Health Policy Context

Our strategy and our actions are guided by a number of health policies and plans;

- ✓ **Healthy Ireland Framework for Improved Health and Wellbeing 2013-2025**
- ✓ **Get Ireland Active: National Physical Activity Plan**
- ✓ **Healthy Weight for Ireland: Obesity Policy and Action Plan**

## 5.2 Local Context

### County Policy Context

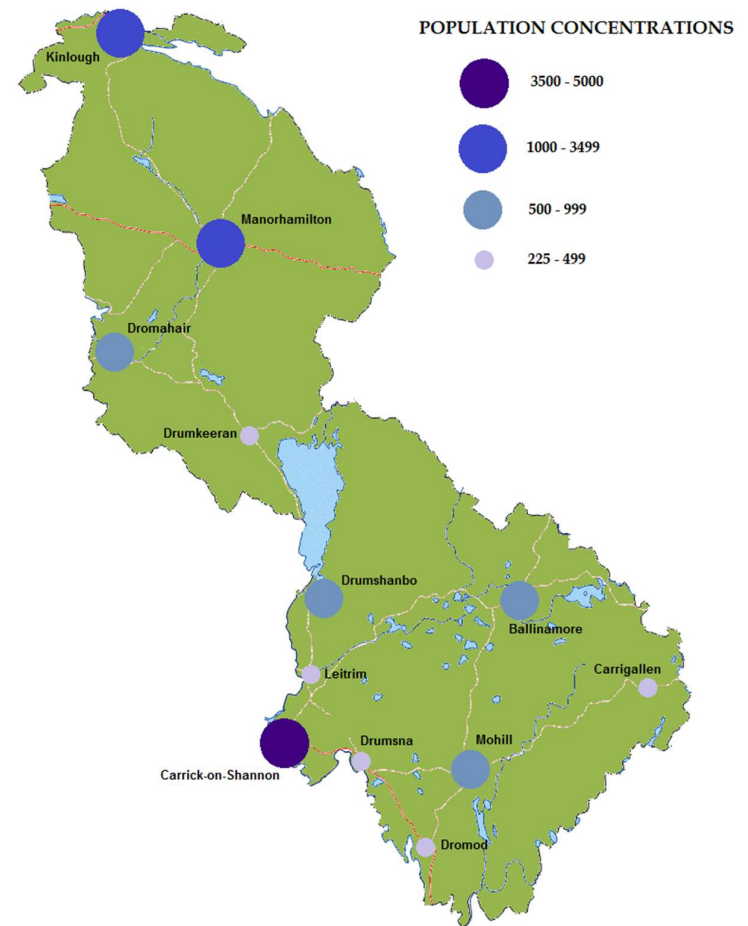
At local level, LSP has a key role in realising the physical activity ambition of the **Leitrim Economic County Development Plan 2015-2021**.

LSP is also identified as a key partner in the delivery of a number of local plans within Leitrim

- ✓ **Healthy Leitrim Plan 2019-2022**
- ✓ **Age Friendly Strategy 2017-2020**
- ✓ **Connecting for Life – Sligo and Leitrim 2015-2020**

County Leitrim faces some unique challenges as the following demographics demonstrate:

- ✓ 21.6% of Leitrim's population are under 15 years old
- ✓ 6.9% are over 65
- ✓ 89.3% live in rural areas
- ✓ 14% of Leitrim's population, 4486 people, have at least one disability. The state average is 13.5%
- ✓ 56.9% of the Leitrim population were in "very good health" as of 2016.



### 5.3 Physical Activity Trends

Leitrim Sports Partnership believes that participation in sport and physical activity can contribute positively to difficult social issues including health and wellbeing, social and community development, economic activity, educational performance and life-long learning.

The LSP network plays a vital role in increasing participation levels in sport and physical activity, especially among those sectors of society that are currently underrepresented in sport. By removing barriers and ensuring that opportunities are progressive, innovative and fully inclusive, we can help address negative participation trends. These trends are set out in the **2017 Irish Sports Monitor**, helping to underpin our strategic ambitions for 2019-2023. Key points include:

- ✓ 43% of the population regularly participate in sport. This is at the same level as in 2015
- ✓ Gender gap in sports participation has reduced from 15.7% in 2007 to 4.5%
- ✓ Increased participation among females aged 45 and older means that they are now more likely to participate in sport than males of the same age
- ✓ Those with a long term illness or disability are less likely than others to participate in sport
- ✓ Persistent social gradient remains, with lower levels of sports participation among those who are unemployed, those on lower incomes and those with no third level education
- ✓ The proportion of the population categorised as sedentary remains unchanged at 13.0%
- ✓ Large differences in activity levels between those with a long-term illness or disability and those without, and similarly those living in rural and urban areas
- ✓ A strong gradient exists in social participation, with those earning higher incomes and with higher education much more likely to participate socially. Additionally, those with a long-term illness or disability are less likely to participate in this way
- ✓ Decline in social participation among males aged under 35 – and in particular males aged 16 to 19. However, overall social participation among under-35s is unchanged due to a corresponding rise among females
- ✓ A decline in female involvement in volunteering means that males are more likely to volunteer than females (12.6% and 9.1% respectively). The decline among females is due primarily to fewer females aged 35 to 54 volunteering for sport (14.5%, a decline from 17.5%)

Some of the ISM 2017 findings have relevance for Leitrim, particularly in considering the level of disadvantage, rurality of the County, low educational attainment and higher proportion of people with a disability.

## 6.0 Leitrim LSP 2013- 2018 – An Effectiveness Review

A key part of the consultation process was to look at what we were doing well, and what new opportunities or challenges might we face into the next strategic planning period. Here's what we found:

<b><i>Strengths</i></b>	<b><i>Weaknesses</i></b>
<ul style="list-style-type: none"> <li>✓ We have a strong reputation which has grown gradually over the past 5/6 years</li> <li>✓ Our outdoor recreation programmes have been very successful (i.e. women on the water/kayaking) and could be an area of focus</li> <li>✓ We have a team of dedicated, flexible and highly skilled/experienced tutors and coaches</li> <li>✓ Our programmes are accessible and affordable for local people</li> <li>✓ The wide variety of programmes on offer is a key strength (girls active, bike week, swim 4 all, go for life games etc)</li> <li>✓ Leitrim Sports Star Awards</li> <li>✓ The relationships with and involvement of clubs is positive</li> <li>✓ The skills, experience, enthusiasm of staff is considered a key strength</li> <li>✓ We work well in partnership and are connected with statutory and non-statutory agencies and services</li> <li>✓ We have an engaged and interested board of directors</li> <li>✓ Leitrim LSP has a good track record of securing funding for new programmes and initiatives</li> <li>✓ We are good at developing new programmes and ideas</li> <li>✓ People told us that we go above and beyond for participants and groups and this is a key strength</li> <li>✓ We are an approachable and friendly organisation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improve how we market and promote the work of the LSP</li> <li>✓ We could improve our Impact measurement processes and how we evaluate individual activities to make them better</li> <li>✓ Stronger links are needed between our external tutors and other leaders along with continuous professional development needed for external tutors</li> <li>✓ Internal structuring of work plans and internal communication through more regular team meetings could be improved</li> <li>✓ Have a renewed focus on the sustainability of programmes, particularly those that are short term or one off sessions</li> <li>✓ We need to focus on the handover of programmes (support them to get up and running then handover to community and sports clubs)</li> <li>✓ Our online presence such as website and social media could be improved</li> <li>✓ Expand focus to ensure adequate provision for minority sports opportunities</li> <li>✓ We could improve our engagement with certain target groups, for example parents and minority ethnic communities</li> <li>✓ We could promote the use outdoor facilities in Leitrim a bit better and make better use of our natural resources</li> </ul>

<b><i>Opportunities</i></b>	<b><i>Threats</i></b>
<ul style="list-style-type: none"> <li>✓ New Irish Immigrants are an exciting new group to work with</li> <li>✓ Blueway trails, adventure tourism and using Leitrim’s Natural Resources for outdoor activity is a major opportunity</li> <li>✓ More links with business to promote health and wellbeing for their workers</li> <li>✓ Community Sport and Physical Activity Sports Hub in Manorhamilton and the potential to develop others</li> <li>✓ Coach Education and training in outdoor recreation</li> <li>✓ Reaching out to minority groups e.g. LGBTQ, people with addiction and working in partnership with the NWRDATF</li> <li>✓ Expansion of our disability Programmes</li> <li>✓ Supporting the development of new clubs such as rowing/ Kayaking clubs</li> <li>✓ Promotion and Marketing: Newsletter, Social Media, Videos, Blogs</li> <li>✓ Improved branding/ Communication</li> <li>✓ Funding for new facilities in Leitrim through lobbying and by supporting clubs with workshops and information</li> <li>✓ Involvement of more national governing bodies in our work, particularly from minority sports</li> <li>✓ Training older kids to deliver programmes in our primary Schools</li> <li>✓ We could find innovative ways of marketing and advertising programmes to target groups</li> </ul>	<ul style="list-style-type: none"> <li>✓ Finance – lack of funding in clubs</li> <li>✓ Unemployment rates in Leitrim continue to be higher than national average which means less money for sports involvement</li> <li>✓ No public transport limits participation options for rural population</li> <li>✓ High rates of disability among county population can affect participation rates in non specialised programmes</li> <li>✓ Increasing insurance costs may limit options for new club start-ups.</li> </ul>

The period between **2015 to 2018** has witnessed a significant level of delivery through Leitrim Sports Partnership. As an organisation we have provided opportunities for an unprecedented number of people to engage in a wide range of positive activities, we have provided a snapshot of this delivery below:

- ✓ Ran a total of **287** programmes
- ✓ Total of **38,552** participants.
- ✓ Our programmes aimed at **women or girls** totalled **2000** participants
- ✓ **649** participants in **Cycling training** and events
- ✓ **2925** people participated **Swimming programmes**
- ✓ We ran **58** education and training courses with **663** participants
- ✓ **1727** people participating in **Operation Transformation Walks**.
- ✓ **Leitrim Sports Star awards** had **802** attendees during these years
- ✓ Programmes for people with disabilities: Over **20** programmes with over **350** participants
- ✓ The LSP organized or distributed **over €31,000** in development grants over these years.
- ✓ **National Sports hall Indoor Athletics Competition** with **1 schools** and a total of **318** across 3 heats and a county final
- ✓ Funding from Sport Ireland (2015 – 2018): **€703,745**
- ✓ Funding from other sources (e.g. dormant accounts, HSE, et al) (2015 – 2018): **€361,090**
- ✓ Facebook followers: **504**
- ✓ Twitter Followers: **837**

The information presented above reflects the level of output in terms of numbers attending and programmes delivered. In order to demonstrate the impact of our work we have decided to present 2 case studies that are reflected of the positive outcomes created through the LSP from the perspective of our users and participants. These are presented as follows:

## **CASE STUDY 1: Women on the Water programme 2019**

### Overview

The woman on the Water was a six week kayaking programme in Leitrim for women aged 18 and over. This was a great opportunity for women to get active, learn to kayak, improve their paddling and water safety skills and promote female participation. The programme took place one evening a week for 6 weeks in three different locations with a group challenge on the completion of the programme on Leitrim's outstanding Shannon Blueway.

### What is the purpose of the Programme/Initiative/Event?

The purpose of the programme is to increase the usage of the natural environment in Leitrim through sport and recreation and physical activity in the form of kayaking. The programme increased the physical activity levels of the participants on the programme by learning key kayaking, water safety skills and rescue techniques. The programme also increased the participant's cardio endurance, improved overall confidence, and social interaction in a group setting and more importantly, they all had great fun throughout the programme.

### What are the aims of the Programme/Initiative/Event?

- ✓ Increased numbers of women engaging in physical activity and improving their physical and mental health associated with using the natural environment and the waterways of Leitrim.
- ✓ Improved your aerobic fitness, strength and flexibility and is the perfect sport for cancer survivors as kayaking is low impact activity.
- ✓ Training & education of all participants using the waterways and all participants had to complete the Kayaking foundation level course and the health and safety induction workshops.
- ✓ All participants involved in this programme, will improve their overall paddling skills and get comfortable and gain confidence in kayaking on our inland waterways.
- ✓ Increased numbers of women in Leitrim using the natural environment for physical activity thus giving sustainable lifestyle option for all women involved in the programme.
- ✓ To established and sustain a Kayaking clubs to pass the legacy of the kayaking/paddling and using the waterways onto the next generation.

### What was involved in the running of the Programme/Initiative/Event?

The programme was advertised through the local newspapers and on the LSP social media channels with participants registering through event brite. Each year the level of interest is very high with 3 groups engaged in 2 different locations in Leitrim. Our kayaking service provider completed an introduction and water safety briefing with each group and tutors each session on the water. All participants are invited to take part in a final event to celebrate completing the programme, this involves kayaking the 7.2km down the Shannon Blueway from Drumshanbo to Leitrim Village. This always proves to be an enjoyable and very social event with the participants mixing with each other in a group setting.



#### What were the outcomes of the Programme/Initiative/Event?

- ✓ Increased participation with 70 women participating on the programme.
- ✓ Enhances social networking and strong relationship formed throughout the programme.
- ✓ All participants thoroughly enjoyed the programme with 25% of participants completing the final group paddle down the Shannon Blueway.
- ✓ The 83% of participants would be interested in joining a kayaking club.
- ✓ Now that there are a large group of adults with some kayaking experience in the area, it has provided a need to set up a kayaking club to continue to allow these people to develop and use their skills.

#### What are the next steps for the Programme/Initiative/Event?

Leitrim Sports Partnership now plans to help support the participants of this programme and the local community in developing a working committee to govern a local kayaking club. This committee will in turn apply for funding to purchase equipment and complete training courses to upskill the club leaders and to allow all members to stay kayaking and to sustain the future of the club long term.

#### Quotes from participants, teachers, parents, partners etc.?

##### **Participants:**

- ✓ 'Most enjoyable and would definitely recommend it'
- ✓ 'A very enjoyable and worthwhile course. A great promotion of our water resources in Leitrim'
- ✓ 'I loved the programme. It was great to be utilising the water in Leitrim - something I haven't done enough of - I liked that it was women only. It was great to mix with women of all ages. I loved playing water polo - would have loved more games to go with learning skills'

#### **CASE STUDY 2: Leitrim and Horse-Riding and Animal Welfare Project 2018 & 2019**

##### Overview

Leitrim and Horse-Riding and Animal Welfare Project was delivered a 10-week Horse-Riding and Animal Welfare Programme for young people aged 11-17yrs for disadvantaged children and teenagers from a diverse range of backgrounds including the Travelling Community, immigrants and children with physical or behavioural issues. The programme gave the participants opportunity to learn to horse ride and develop their skills and to also learn about animal welfare. The programme took place three evening per week in July and August for beginners, intermediate and advance groups. The groups attended a pony-camp in Donegal Equestrian Centre on a programme outing and the RACE Academy in Kildare and the Irish National Stud. The participants also completed the Irish Horse Welfare Online E-learning course in the

youth cafe in Drumshanbo. The course content included the following modules – Equitation, Grooming and Plaiting, Saddlery, Stable and Grassland Management, Safe handling, Tack and Tacking up, Basic Veterinary Care, Bandaging, Lunging and Travelling and modules Donkey Care, Dog Welfare, Farriery and Road Safety.

#### What is the purpose of the Programme/Initiative/Event?

The purpose of the programme is to engage disadvantaged children in physical activity and in horse riding and animal welfare  
The programme had many positive outcomes for participants, their families and community;

1. Participants were provided with a novel sporting opportunity not usually available to children from a disadvantaged background.
2. The programme provided a unique opportunity for social inclusion and integration among traveller, disadvantaged and non-national communities in Leitrim.
3. The programme helped to improve mental health and well-being of teenagers from disadvantaged backgrounds.
4. Participants developed novel skills in horse-riding, husbandry and welfare of equines.
5. Participants gained confidence and improved their social skills.
6. Participants developed an improved animal welfare ethos.
7. The programme provided an excellent displacement activity for teenagers during summer holidays.
8. Participants acquired enhanced abilities to develop their human-animal relationship through increased contact with dogs and horses.
9. Participants developed better awareness of animal welfare issues in horses and dogs.
10. The programme enhanced future-proofing of the traveller horse culture in Leitrim.
11. The programme promoted improvements in the welfare of traveller-owned horses in Leitrim.
12. Participants benefitted from improved opportunities for employment in the Irish Equine Industry

Feedback received from the participants, parents, funding partners and service providers was very positive. The programme gave participants a novel interest; it gave them a new social outlet, an opportunity to learn new life skills and make new friends. The self-esteem and confidence of participants was greatly enhanced by their interaction with each other and with their mentors. The participant's connection and empathy for horses and other animals was enhanced by their experiences during the programme.

It was also generally agreed that the programme had a positive impact on the local communities where the participants and their extended families lived.

#### What were the aims of the Programme/Initiative/Event

**The aims of this programme were the following,**

1. To introduce the participants to physical activity and to develop their horse riding skills and equine skills.
2. Promote better health and well-being of participants
3. Promotion of an animal welfare ethos among children from traveller, disadvantaged and non-national backgrounds.

4. Development of skills in handling, care and welfare of equines in the target group.
5. Development of horse-riding and horse-handling skills in the target group.
6. Continuation of the traveller horse culture in a safe and animal-centred environment.
7. Promotion of social inclusion and integration among traveller and disadvantaged communities in Co. Leitrim.
8. Effecting improvements in the welfare of traveller-owned horses in South Leitrim.
9. Career progression in the equine industry.

#### What was involved in the running of the Programme/Initiative/Event

The programme was advertised, promoted and recruited through the steering groups, and the parent's of the participants were informed of this decision, there was also a standby list created in case there was any withdraws from the programme at the early stages. The steering group was selected and made up of senior staff from Leitrim Development Company, Leitrim County Council Traveller Liaison Officer, TUSLA, North Connacht Youth Services and Leitrim Sports Partnership. The steering group made all the programme decisions and gave overall programme governance to the programme. The Drumshanbo Equestrian centre delivered and managed this programme throughout the 10 weeks. We had Forty-two children aged 11-17 years old and resident in Leitrim participated in the 2018 programme and 34 children in 2019. The programme includes pony-riding lessons, equine husbandry, animal welfare, donkey handling, responsible dog ownership and a field trip to a Beach Pony Camp in Donegal, the RACE Academy in Kildare and the Irish National Stud.

#### What were the outcomes of the programme/Initiative/Event

The programme had many positive outcomes for participants, their families and community;

Participants were provided with a novel sporting opportunity not usually available to children from a disadvantaged background.

The programme provided a unique opportunity for social inclusion and integration among traveller, disadvantaged and non-national communities in Leitrim.

The programme helped to improve mental health and well-being of teenagers from disadvantaged backgrounds.

All of the participants had a positive learning experience, made new friends and had great fun throughout the programme.

Participants developed novel skills in horse-riding, husbandry and welfare of equines.

Participants gained confidence and improved their social skills.

Participants developed an improved animal welfare ethos.

The programme provided an excellent displacement activity for teenagers during summer holidays.

Twelve participants completed the work experience component of the course, on average each completing 5 days full days

Participants acquired enhanced abilities to develop their human-animal relationship through increased contact with dogs and horses.

Participants developed better awareness of animal welfare issues in horses and dogs.

The programme enhanced future-proofing of the traveller horse culture in Leitrim.  
The programme promoted improvements in the welfare of traveller-owned horses in Leitrim.  
Participants benefitted from improved opportunities for employment in the Irish Equine Industry

Feedback received from the participants, parents, funding partners and service providers was very positive. The programme gave participants a novel interest, it gave them a new social outlet, an opportunity to learn new life skills and make new friends. The self-esteem and confidence of participants was greatly enhanced by their interaction with each other and with their mentors. The participant's connection and empathy for horses and other animals was enhanced by their experiences during the programme. It was also generally agreed that the programme had a positive impact on the local communities where the participants and their extended families lived.

Participants:

Programme Outline:

The purpose of this programme was to promote social inclusion and social justice among disadvantaged communities in Co Leitrim by introducing the participants to physical activity and teaching them horse riding skills and giving them information, education and training them on animal welfare over an 8 week programme. Participating children were mainly referred and selected from Leitrim Development Company, Leitrim County Council Traveller Liaison Officer, Tusla and North Connacht Youth Services. Forty-two children aged 11-17 years old and resident in Leitrim participated in the 2018 programme.

#### What are the next steps for the Programme/Initiative/Event

This programme will continue to develop and all of this year's partners and funders have already committed to continuing this programme and funding in 2020. Tulsa have already committed to funding a six week winter programme to keep the participants engaged in the programme over the winter period. Year on year, we will continue to recruit new programme participants on the programme and further enhance and develop this programme going forward.

#### **Quotes from participants, and parents**

Parent's Testimonials

'Thank you so very much. My two kids, Jason and Chanelle, loved every minute of the programme. It has really boosted my son's confidence and they have made loads of great friends, so that alone is fantastic. Thank you heaps for all the work, great job done by all. Great experience and to have such a great certification is

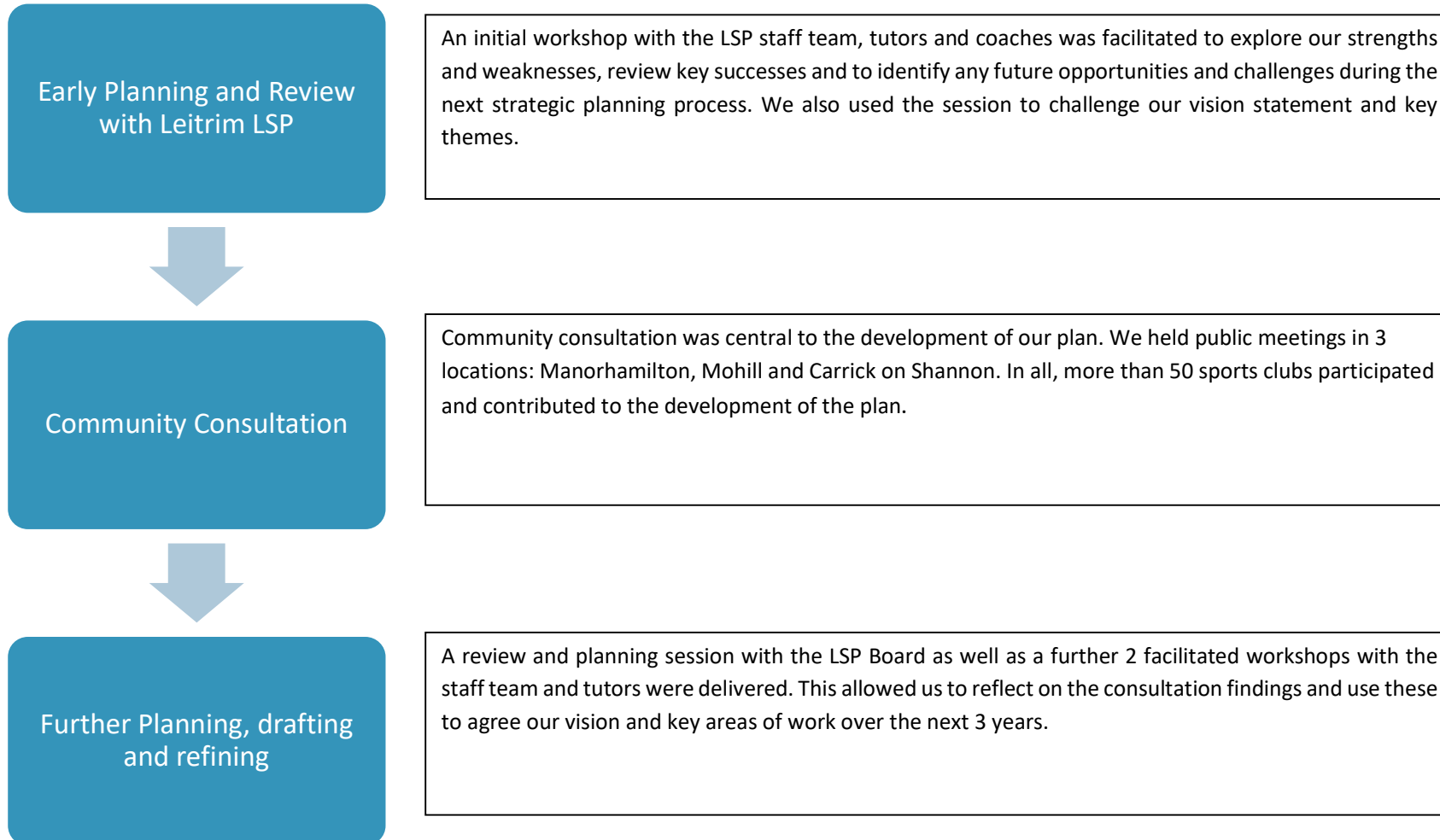
also fantastic for their CVs for when they are older. So for that thank you so very much for the experience and knowledge my kids now have.’  
Emma Duncan- Mum of Jason and Chanelle Duncan.

#### Participant’s Testimonials

- ‘Luke would love to come again next year. He thoroughly enjoyed every minute. I think the course was an excellent idea and very beneficial. Many thanks to all who made this possible’
- ‘I made new friends and enjoyed everything.’
- ‘I Learned today that donkeys can kick
- ‘I learned how to clean tack and tie a bridle.’
- ‘I was never into horses but now I am, and I know how to ride.’
- I learned how to take care of horses and be with them’
- ‘I learned how a horse can trot on the spot.’
- ‘I learned about saving and caring for horses’
- ‘I learned how badly some horses are treated by people.’
- ‘I learned about rehoming horses’

## 7.0 Developing our Strategy

To facilitate input into this strategic plan and ensure it aligns with local needs and priorities an extensive and inclusive consultation process was undertaken. The various steps taken in pulling together the strategic plan included:



# Leitrim Sports Partnership Strategic Plan 2019-2023

## Our Vision: “An Active Leitrim for all”

### Our Values and Principles

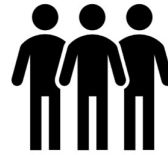
- ✓ **Outcomes Focused and value impact**– our programmes and activities will be focused on delivering health outcomes for participants. We value the importance of impact measurement to help ensure quality of delivery
- ✓ **Inclusive** – we take pride in offering accessible and welcoming opportunities for participation in sport and physical activity. We value inclusion and will focus on addressing social, disability, gender, ethnic and other participation gradients.
- ✓ **Collaborative** – we value the impact of partnership working and will collaborate with clubs, organisations and stakeholders to develop and deliver impactful programmes and activities
- ✓ **Community Development Approach:** we believe in supporting and empowering individuals and communities to take ownership of programmes and activities, this ethos will be embedded throughout our strategic plan
- ✓ **Sustainability:** we will strive for sustainability as an organisation, but also in our programmes, activities and outcomes
- ✓ **Approachable** - we are proud to be described as approachable and friendly, we will continue to deliver our work in this way over the next 3 years
- ✓ **Quality** – our staff, tutors and coaches are highly qualified and skilled, this will allow us to continue to delivery high quality, enjoyable and fun programmes and activities

# Our Key Themes

Active Participation



Active Development



Active Inclusion



Active Communication



Active Governance





## 8.0 The Action Plan

# Theme 1 - Active Participation



**Theme 1 Overall Objective:** Develop, support and deliver high quality, inclusive and innovative sport and physical activity opportunities for people from all sectors of society in County Leitrim

Objective	Outcome	Action-what we will do
<p><b>Create and support a wide range of physical activity programmes aimed at low participation groups</b></p>	<ul style="list-style-type: none"> <li>Increased opportunities and engagement amongst low participation groups</li> </ul>	<p>Develop an annual calendar of programmes and events for all target groups</p> <p>Support the implementation of sport and physical activity programmes that address the needs of those who are economically disadvantaged</p> <p>Coordinate and support new and existing programmes that will provide greater participating opportunities and initiatives for older adults</p> <p>In collaboration with Leitrim Sports Ability Forum identify and address needs of partners to develop new initiatives and enhance current disability programmes delivered</p> <p>Support the development of new and existing programmes that address the needs of sedentary adults in line with current participation trends</p> <p>Identify key priority actions, based on available resources, to provide accessibility to programs for minority groups (e.g. ethnic groups, Travellers, etc)</p>
<p><b>Provide and support increased opportunity for children and young people to participate in sport and physical activity</b></p>	<ul style="list-style-type: none"> <li>Increased participation of children and young people in sport and physical activity in Leitrim</li> </ul>	<p>Develop and deliver a wide and varied range of sport and physical activity programmes to increase children and young people's access to sport and physical activity</p> <p>Refresh and review existing programmes delivered to young people</p>

		<p>Identify and research the needs of the schools within the county in promoting sport and physical activity with particular focus on low participation groups</p> <p>Explore and pilot the opportunity to deliver programmes across all post primary schools with particular emphasis on targeting schools with low engagement</p> <p>Identify and facilitate sport and physical activity pathways between schools, sports clubs, youth groups and communities</p> <p>Facilitate events which bring children and young people from around the county together in gatherings or group challenges at the end of programmes</p> <p>Support the importance of physical activity as a mainstream element of pre-school programmes</p> <p>Develop and sustain both new and existing initiatives in pre-school settings</p>
<p><b>Create and support a culture of multi-use and shared facilities in both natural and urban environments.</b></p>	<ul style="list-style-type: none"> <li>• Creation of access to multi-use facilities in both natural and urban environments</li> </ul>	<p>Provide support for the development of new and existing sporting infrastructure</p> <p>Develop and deliver quality physical activity opportunities that maximise usage of both new and existing sporting infrastructure</p> <p>Collaborate with local agencies and Leitrim County Council in the development of future sporting facilities where need has been identified</p> <p>Explore and promote availability of specific-function sporting facilities so as to allow use by the wider public (e.g. GAA or school facilities)</p>

		<p>Develop and sustain Community Sports Hubs as welcoming, safe and fun spaces for sport and physical activity underpinned by local capacity building</p> <p>Engage with commercial providers and facility operators to promote and sustain participation in programmes and events</p> <p>Promote and support walking, running, cycling and outdoor adventure sports using the natural environment in the County</p> <p>Support community engagement with outdoor adventure sports in partnership with NGB's, clubs and communities</p>
<b>Provide equal sport and physical activity opportunities based on the geographical spread of the County</b>	<ul style="list-style-type: none"> <li>An equal geographical spread of physical activity programmes throughout the county</li> </ul>	Annually review the distribution of LSP programmes and initiatives based on specific target groups and community needs
<b>Create progression routes for participants which support ongoing physical activity</b>	Increased opportunities and pathways enabling long term participation in sport and physical activity	<p>Identify and develop appropriate models that create pathways and club links ensuring progression opportunities for all LSP programmes</p> <p>Provide appropriate support and guidance to ensure longer term participation</p>
<b>Identify and support activities and events which have the capacity to initiate engagement in sport and physical activity</b>	Increased number and enhanced quality of events and activities which boost involvement in sport and physical activity	<p>Support successful activities, events and programs locally that have demonstrated the ability to increase participation</p> <p>Identify successful activities, events and programmes nationally and locally that have the capacity to increase participation</p>

# Theme 2 – Active Development



Theme 2 Overall Objective:

To empower and support local communities, clubs and volunteers so that they continue to lead the way in supporting people to become healthier and more active

Objective	Outcome	Action-what we will do
<p><b>Support the capacity of local sporting providers through quality guidance, training and education</b></p>	<ul style="list-style-type: none"> <li>Enhanced capacity of local sporting providers through training and education</li> </ul>	<p>Facilitate sports training and education for clubs, coaches, volunteers and sports leaders by providing quality instruction in areas such as safeguarding, first aid and disability inclusion training</p> <p>Develop and publish an annual plan of relevant training courses and workshops available to for clubs, coaches, volunteers and sports leaders</p> <p>Create and maintain a coach / tutor database to ensure a comprehensive directory of available, quality instructors</p> <p>Provide information to groups seeking to recruit quality coaches and tutors</p>
<p><b>Develop and strengthen relationships with sporting organisations at local and national level</b></p>	<ul style="list-style-type: none"> <li>Enhanced collaboration of sporting organisations in Leitrim</li> </ul>	<p>Identify and collaborate with NGBs willing to engage in shared initiatives focusing on minority sports and local demand</p> <p>Support NGB's to promote education, training and development initiatives</p>

<p><b>Empower local agencies and communities to facilitate sustainable physical activity opportunities for all</b></p>	<ul style="list-style-type: none"> <li>• Sustainable physical activity opportunities created by local agencies and communities</li> </ul>	<p>Manage and maintain existing club development grant scheme</p> <p>Identify an appropriate club development model that encourages clubs to access local and national funding streams, through development of a club forum</p> <p>Provide information, guidance and support during the development of new and existing clubs</p> <p>Recognise, acknowledge and celebrate the role of clubs, coaches and volunteers in the development of sport and physical activity within Leitrim</p>
<p><b>Create a culture of inclusion amongst community groups, clubs and commercial providers</b></p>	<ul style="list-style-type: none"> <li>• Enhanced culture of inclusion across Leitrim</li> </ul>	<p>Liaise and consult with community groups, clubs and commercial providers to ensure a culture of inclusivity</p> <p>Create access to disability inclusion training</p>

# Theme 3 - Active Inclusion



Theme 3 Overall Objective:

To deliver inclusive programmes and activities through an approach that removes barriers and contributes towards positive improvements in social, disability, gender, ethnic and other participation gradients

Objective	Outcome	Action-what we will do
<b>Increasing participation opportunities for target groups, people with disabilities, ethnic minorities and older adults.</b>	<ul style="list-style-type: none"><li>Increased participation levels for target groups, people with disabilities, ethnic minorities and older adults</li></ul>	Create a database and promote awareness of existing programmes that are inclusive and available to all  Maintain and deliver a diverse range of quality events and initiatives to support engagement and participation in sport and physical activity for all  Create opportunities for social interaction for isolated and rural communities  Upskill leaders, volunteers, coaches and groups to provide inclusive opportunities for physical activity throughout the county  Support opportunities and initiatives to align with the National Physical Activity Plan

<p><b>Develop and sustain the Leitrim Sports Ability Forum to be a hub of inclusive physical activity.</b></p>	<ul style="list-style-type: none"> <li>Leitrim Sports Ability Forum is hub of inclusive physical activity</li> </ul>	<p>Research and implement best practice in the area of sports inclusion</p> <p>Hold regular meetings with key partners to establish the ongoing needs of the participants and working partners</p> <p>Identify key priority actions that best support the needs of the Leitrim Sports Ability Forum and working partners</p> <p>Explore and source additional funding for the development of the Leitrim Sports Ability Forum to increase programme delivery</p> <p>Monitor and evaluate the Leitrim Sports Ability Forum’s programme delivery process</p>
<p><b>Integrate people with disabilities into mainstream community sport and recreational activity</b></p>	<ul style="list-style-type: none"> <li>People with disabilities are integrated into mainstream community sport and recreational activity</li> </ul>	<p>Promote club inclusivity to create awareness of the importance of physical activity for all</p> <p>Provide disability training opportunities for communities in line with Cara training and education framework</p> <p>Support clubs and groups to include more people with disabilities into mainstream activities</p> <p>Develop partnerships and pathways between Leitrim Sports Ability Forum and schools, groups and clubs to promote inclusive partnerships</p>

# Theme 4 - Active Communication



Theme 4 Overall Objective:

Promote awareness of the sport and physical activity opportunities through a collaborative, clear and consistent approach

Objective	Outcome	Action-what we will do
<p><b>Effectively and consistently deliver a clear message on the role and brand of Leitrim Sports Partnership</b></p>	<ul style="list-style-type: none"> <li>Greater awareness of the sport and physical activity opportunities provided by the Leitrim Sports Partnership throughout the county</li> </ul>	<p>Develop an annual LSP communication plan that will announce and promote the key roles and actions of the LSP</p> <p>Consistently promote the vision and the brand of LSP on all appropriate promotional material</p> <p>All LSP staff and external tutors to wear appropriate apparel to promote LSP brand</p> <p>Establish guidelines regarding branding usage with programme partners</p>
<p><b>Effective and consistent flow of relevant information to the public, LSP partners, local press and appropriate media</b></p>	<ul style="list-style-type: none"> <li>All beneficiaries and stakeholders are fully informed and consistently updated in relation all LSP</li> </ul>	<p>Ensure regular and consistent website, social media and local press updates and information sharing</p> <p>Review, develop and strengthen communications channels and establish appropriate methods to reach target groups and communities</p> <p>Provide ongoing training for LSP staff on marketing and communication particularly with regard to emerging digital communication channels and platforms</p> <p>Continually build on the strong relationship with local media through joint initiatives and regular interaction</p>



		<p>Bimonthly LSP newsletter circulated to all community partners and stakeholders and LSP mailing list</p> <p>Utilise and promote quality imagery and videography of LSP programme activity</p> <p>Identify potential funding for Information and Communications Technology support staff for the LSP</p>
<p><b>Provide greater opportunities for networking and information sharing</b></p>	<ul style="list-style-type: none"> <li>• Greater collaboration and the sharing of best practice</li> </ul>	<p>Develop and maintain current and new relationships with working partners to encourage increased collaboration on programme delivery</p> <p>Develop a club forum to increase awareness around new and existing club development supports</p> <p>Enhance level of communication internally and externally ensuring increased effectiveness and marketing of LSP brand</p> <p>Review and update existing club directory on a regular basis</p> <p>Acknowledge funders and key project partners appropriately</p> <p>Communicate and distribute an annual calendar of events and programmes at the beginning of each year</p>

# Theme 5 - Active Governance



## Theme 5 Overall Objective

To ensure that Leitrim LSP is a professional and effective organisation, working in partnership to demonstrate best practice internally, whilst supporting other organisations to meet high standards in relation to governance financial management and impact measurement.

Objective	Outcome	Action-what we will do
<b>Implement and maintain effective leadership and governance through a strong LSP board</b>	<ul style="list-style-type: none"> <li>Enhanced open communication within the organization enabling effective governance</li> </ul>	<p>Review Board membership to ensure a mix of competencies, experience and skills on the LSP Board</p> <p>Ensure the LSP board is provided with adequate support to provide strategic leadership and oversight of the LSP</p> <p>Update Board Handbook including induction and training processes</p> <p>Regular communication between LSP staff and LSP board members</p> <p>Commit and adhere to Sport Ireland’s Governance code for Sport guidelines for best practices</p>
<b>Ensure effective operations consistent with LSP’s roles and responsibilities</b>	<ul style="list-style-type: none"> <li>Effective and strategic LSP serving the local community</li> </ul>	<p>Present quarterly financial reports to LSP board for their review and ongoing approval</p> <p>Maintain a robust financial planning and reporting systems according to best practice and in a transparent manner</p>

		<p>Research and explore additional national, regional and local funding streams, and continue to apply for existing Sport Ireland funding.</p> <p>Increase awareness of existing LSP resources to further enhance their capacity to influence physical activity locally</p> <p>Regularly update database and ensure the appropriate sharing and use of this data</p> <p>Collaborate with partner agencies for financial investment either monetary or Benefit In Kind (BIK)</p>
<p><b>Maintain and support an appropriate LSP staff structure and tutor database</b></p>	<ul style="list-style-type: none"> <li>Leitrim LSP team operating at full capacity and maximum efficiency</li> </ul>	<p>Maintain existing staffing structures and identify and secure potential long term funding for Community Sports Development Officer (CSDO) and Sports Inclusion Development Officer (SIDO) positions</p> <p>Yearly appraisal of the workforce structure and capacity of LSP including core and support staff (coaches, tutors and volunteers) through LSP team meetings and ongoing performance monitoring and review</p> <p>Review and update organisational structures, roles and responsibilities to reflect the growth and changes within the organisation and the sporting needs locally and nationally</p> <p>Review annual individual professional development and training support with all staff</p> <p>Bi-weekly team meetings to be held with LSP staff</p> <p>Enhance level of communication internally and externally ensuring increased staff effectiveness and quality assurance</p>

		<p>Ensure appropriate staffing support where necessary to engage the hard to reach target groups</p> <p>Develop and regularly maintain an up-to-date tutor qualification database to ensure quality assurance on all LSP programmes</p>
<p><b>Evaluate the planning, effectiveness and impact of LSP processes and programmes</b></p>	<p>✓ Robust Evaluation and monitoring procedures ensure programmes continue to be delivered efficiently and in line with national and regional strategies, and with best practice</p>	<p>Conduct needs analysis with target groups and working partners in advance of all programme delivery</p> <p>Plan and implement simple evaluation processes aligned to Sport Ireland's evaluations systems and national strategies</p> <p>Identify annual evaluation priorities and the effectiveness of specific programme aims and outcomes</p> <p>Communicate evaluation findings to local and national funders, partners and the LSP board, and recognise and implement appropriate action</p> <p>Continue to conduct monthly reports to LSP Board members and LCC senior management team</p> <p>Linking with other LSP, regionally and nationally, to share best practices on programme delivery effectiveness</p>

## 9.0 Implementation

This strategy offers an ambitious series of actions across agreed strategic priorities that, collectively, will lead to delivery of positive outcomes for the Leitrim Sports Partnership and the people of County Leitrim.

Responsibility for the delivery of this strategy will ultimately rest with the Leitrim Sports Partnership it is wholly dependent on:

- ✓ The cooperation and collaboration of all partnership agencies and organisations
- ✓ Accessing additional resources
- ✓ Supporting and developing the volunteer base across the county

LSP will convene targeted small working groups to review the new action plan, this will involve identifying a lead for each action along with suggested delivery support. This will ensure that each action will be tracked, monitored and reviewed.

The LSP will support the Coordinator to oversee the implementation of the strategy this will involve:

- ✓ LSP will work to secure resources to ensure relevant staffing structures are in place
- ✓ These roles are seen as pivotal in driving the delivery of the strategy
- ✓ The strategy should be subject to annual review, this should involve consultation with service users and partners

This approach will offer a regular opportunity to update the plan based upon new/ emerging priorities. It is acknowledged that this is not a fixed and rigid strategy, as with all strategies it is subject to changing priorities and emerging needs. The LSP will adopt a fluid and responsive approach based on regular monitoring, review and impact measurement.

This strategy will provide a solid framework for delivery, the LSP will endeavour to deliver on this strategy for the benefit of all of the people in Leitrim as we seek to realise our vision and achieve our outcomes.

## **Appendix A: Full Programme List**

Ag Sugradh Le Cheile Workshops

Ballinamore Men's Shed.

Body and Soul Workshops

Childhood Days

Community Connacht Rugby Programme

Couch to 5k

Cycle-Right safety training

Cycling Sports Day

Dawn Kayak

First Aid Training

Girls Active Programme / Girls Active Festival

Go For Life Games

Healthy Leitrim Events

Indoor Sports Hall Athletics Competition

Kidz on the run

Lads on the Lake

Leitrim Community coaching schools programme

Leitrim Pony Riding and Animal Welfare Programme

Leitrim Sports Star Awards

Leitrim to Lyon Sports Challenge

Men on the Move

North Connacht Youth Service Programme

Operation Transformation Walks

Paddles-Up Programme

Safeguarding Training

Shannon Splash

Show Racism The Red Card Workshop

Sligo/Leitrim Club Futsal Blitz U8/U10's

Special Olympics

Swim 4 All

Women on the water

## Appendix B: Glossary of Acronyms and Initialisations:

LSP – Local Sports Partnership

LCC – Leitrim County Council

BIK – Benefit In Kind

GAA – Gaelic Athletic Association

SIDO – Sports Inclusion Development Officer

CSDO – Community Sports Development Officer

NGB – National Governing Body

CE – Community Employment

DTTS – Department of Transport, Tourism and Sport

CSO – Central Statistic Office

ISM – Irish Sports Monitor

NWRDATF – North West Regional Drug & Alcohol Task Force

LGBTI+ – Lesbian, Gay, Bisexual, Transgender, Intersex

PPN – Public Participation Network

LECP – Local Economic and Community Plan

SI – Sport Ireland