



SPORT IRELAND
LOCAL SPORTS PARTNERSHIPS

2019 Local Sports Partnership Insights Report

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List of Acronyms

BIK	Benefit in Kind
CCMA	The County and City Management Association
CSDO	Community Sports Development Officer
CSO	Central Statistics Office
CSPA	Community Sports and Physical Activity Hubs
DA	Dormant Accounts
ETB	Education and Training Boards
HOA	Heads of Agreement
HSE	Health Service Executive
LGMA	Local Government Management Agency
LSP	Local Sports Partnerships
NGB	National Governing Body of Sport
NSP	National Sports Policy
NPAP	National Physical Activity Plan
SIDO	Sports Inclusion Disability Officer

Executive Summary

The LSP insights report provides a holistic review of the work of LSPs. The numerous insights contained in this report will take time to be processed, adopted and put into practice by the LSPs. Sport Ireland encourage LSPs to use this report as a key reference document for the coming years to help identify areas in which they are strong to provide solid foundations for promotion and advocacy. LSPs should also use this report to identify specific areas for improvement and to increase sport and physical activity participation in their county. This resource should be used as an important reference for LSPs in the preparation of their operational plans for 2021 and beyond.

This report provides detailed insights and precise actions aimed at improving the governance and management of LSPs in advance of the 2021 Governance Code requirements. Specific areas for LSPs to focus on are identified to ensure that all LSPs have an up to date staff handbook, board/committee induction process, fixed asset register, risk register and Garda vetting policy in place by end of 2021 as well as anti-racism codes of practice, public relations and media policies, and equality of opportunity policies.

The financial analysis found a correlation between local investment in LSPs and investment from Sport Ireland. LSPs who secure larger local investments also secure larger investments from Sport Ireland, although the scale of increase was not linear. While some LSPs secured almost twice as much funding from Sport Ireland, these LSPs were securing up to thirteen times more local investment and support than their counterparts were. For LSPs looking to grow their organisations this is a particular area of focus. Increase local investment can be achieved by promoting the work of the LSPs, advocating for the importance of sport at a community level and building strong partnerships with local organisations.

Possibly some of the most valuable insights of this report relate to the targeting of LSP programmes. The data analysis shows a need for LSPs to focus their energy over the next four years on increasing the opportunities provided for teenagers, older adults, ethnic minorities and people with a disability, whilst maintaining the high levels of engagement they have achieved with women and people from socio economic disadvantage. Specific reach targets are set for each target group to help LSPs orientate their work towards achieving these objectives. The diversity of reach across LSPs in the provision of training and education complements the programme findings by recommending that LSPs focus their energy on increasing training and education to teenagers and in the area of disability inclusion.

Lower levels of community consultation and engagement were found to be correlated to lower levels of Dormant Account (DA) investment in LSPs, highlighting the importance of community needs analysis not only to delivering quality, sustainable programmes but also to securing investment for the county. LSPs, which build partnerships with larger numbers of NGBs, communities and schools, were also found to be more successful in securing funding from both Sport Ireland and local organisations allowing them to increase their reach and adopt more strategic approaches to sports development.

LSPs reach large numbers of people through their websites and social media platforms, however during the site visits, LSPs highlighted the need for improved strategies of communication in terms of messaging, quality of visuals, targeting and choice of media. There is a need for a national sports participation communications plan to build coherent communications strategies aimed at increasing engagement and participation in Sport. At a local level, LSPs are busy engaging with local partners and with policy and strategy consultations, however the larger LSPs report greater numbers of engagements with a variety of partners and communities which seems to be correlated to increased local investment.

This report highlights that increasing sport and physical activity participation requires a multifaceted approach and relying on programmes alone may not be enough to increase county level participation. There are a number of important principles to adhere to that, when aligned, will help encourage maximum participation. These include;

- empowering communities through a bottom up approach;
- appropriate engagement with partner organisations and stakeholders;
- developing strong market campaigns and communication channels;
- improving on or making facilities more accessible;
- recruiting and providing highly skilled coaches and professionals;
- supporting clubs and community groups;
- providing activity opportunities through a variety of sports,
- encouraging local leaders
- understanding the importance of peer-to-peer networking and learning.

All these factors can contribute to the success of the LSP network in progressing towards the goals of the NSP and the LSP HOA, as well as the Sport Ireland Participation Plan, which is discussed in further detail in Chapter 9.

1 Introduction

The Irish Government's awareness of the benefits of being active, its national sport and physical activity objectives, and its commitments to sport and physical activity investment are evidenced in both the National Sports Policy (NSP) and the National Physical Activity Plan (NPAP). The goal of Sport Ireland Participation is to deliver on these Government objectives by increasing participation in sport and physical activity through the effective provision of investment, evaluation, support and guidance to the national network of Local Sports Partnerships (LSPs), National Governing Bodies (NGBs), CARA, Age and Opportunity and Ireland Active.

Every LSP signs a Heads of Agreement (HOA) with Sport Ireland every three years. This HOA states the main objective of the LSP network is to enable the ongoing development of quality sporting and active recreational opportunities throughout the country, in an environment that promotes healthy lifestyles, maximum participation and achievement. Increasing participation requires creating opportunities and supports for people to engage in sport and physical activity that are inclusive and available to all abilities. This insights report aims to support the network of LSPs in the achievement of these objectives.

Quantitative and qualitative data collected in 2019 were used to provide detailed analysis of the strengths, weaknesses, and opportunities that exist across the network of 29 LSPs relative to the HOA. The document allows LSPs to gauge how they operate in a range of areas, compared to other LSPs who receive similar levels of Sport Ireland investment. As well as highlighting the great work that LSPs already do, it will also highlight and acknowledge the challenges and issues that are important to LSPs, as captured through site visits to every LSP in 2019. LSPs should use this report to inform the development and preparation of operational plans and budget submissions to Sport Ireland.

As outlined in the LSP HOA the attainment of the LSP core objective is dependent on LSPs engaging in a number of actions, as outlined below:

1. allocation and distribution of funds for sport;
2. administration and development of sport;
3. enhancement and improvement of coaching in sports;
4. encouragement of increased levels of participation in sport, especially amongst specific target groups such as those who live in identified disadvantaged communities, unemployed people, people with disabilities, migrants, ethnic minorities, young people, older people, girls and women, and men over 40;
5. development and promotion of local sports clubs;
6. development and management of volunteer training programmes;
7. the compilation of directories of sports bodies and facilities;
8. compilation and dissemination of information on sports bodies, programmes, initiatives and facilities;
9. engaging in research on sport in keeping with the LSPs main objective and Sport Ireland's research policies;
10. entering into arrangements for the better use of sports facilities;
11. establishment of clear priorities for the provision and improvement of sports facilities with related quality management initiatives;
12. provision of links between relevant bodies including but not limited to schools, clubs, local community, national governing bodies of sport and the corporate sector;
13. promotion of local sports competitions, events programmes, facilities and opportunities.

The above actions are referenced throughout this document, with the achievements of the network in these areas, as well as opportunities and areas for further development being highlighted. In

addition, the insights from the Review of LSPs carried out by Fitzpatrick Associates in 2005 will be referenced throughout the document. While this review was carried out some time ago, many of the insights and recommendations are still relevant to the network today.

The data contained in this report was collected prior to the COVID-19 pandemic, so it is important to acknowledge that the landscape for sports organisations has changed significantly in recent months. Despite the challenges posed by the COVID-19 pandemic, the LSP network has continued to help people to get active and remove barriers to physical activity and sport involvement. This report should support the network in continuing to overcome these challenges and further develop sports participation opportunities across the country.

Chapter 2 of this report outlines the methodology used in the development of this document while also highlighting some limitations. Chapter 3 looks at the financial situation of LSPs, from funding received at national and local level, to operating cost and cash balances. In Chapter 4, Governance and Management of LSPs is discussed, including LSP governance code compliance, LSP staffing, and national level partnerships that influence the dynamic of local partnerships. Chapter 5 looks at the opportunities that LSPs provide through the delivery of participation initiatives and the target groups that LSPs are reaching through the provision of these opportunities. Chapter 6 reports on LSP training and education courses and in Chapter 7, the support that LSPs provide to clubs and communities, including engagement with NGBs is discussed. Chapter 8 discusses communication and explores the development of a unified communication approach for the network and communication between Sport Ireland, LSPs, and other partners. This chapter also takes a look at LSP activity in relation to website resources and social media engagement.

The conclusion of each chapter provides a list of actions for both Sport Ireland and the LSPs to implement which will further the goals of the NSP, the NPAP and the Sport Ireland Strategy as well as the LSP strategies and the Local Sports Plans. This report complements, and should be read in conjunction with other existing reports and sources of information such as the 2019 LSP annual report, the 2019 Irish Sports Monitor and recent Sport Ireland evaluation reports.

2 Methodology

2.1 Categorisation of LSPs

For the purposes of this report, LSPs were grouped according to funding/investment received from Sport Ireland. Funding received was calculated by adding core funding (2019) plus Dormant Accounts (DA) funding (2018). This categorisation provides the best representation of available LSP resources and as such provides the best insights into the opportunities, challenges, strengths and weaknesses of the LSP network. LSPs were divided into four categories with the top category of LSPs receiving €420,000 or more of investment from Sport Ireland and lowest category receiving €266,899 or less from Sport Ireland.

Early drafts of this report defined LSP categories using letters A, B, C and D however, in early consultations the letters were perceived to represent a ranking of the LSPs, which is not the intention of this report. This perceived ranking risked reducing engagement with the report's findings. In order to help overcome this perception each LSP category was assigned an arbitrary colour. The LSPs are only categorised so that they can make a fair analysis of their performance in relation to similarly resourced LSPs. To this end, the following categories of LSP were identified for this report:

Category Code	Total Core 2019 and DA 2018 Investment	Number of LSPs in each category
Grey Category	€420,000+	4 LSPs
Blue Category	€375,000 - €419,999	4 LSPs
Orange Category	€266,900 - €374,999	13 LSPs
Green Category	€0 - €266,899	6 LSPs

Each LSP has been informed of which category they belong to. Sport Ireland has provided each LSP with their own data and related graphs for all of the metrics and charts contained in this report. This will allow LSPs to go beyond the content of the report to explore and interpret their own areas of strength, weakness and opportunity. For ease of reading, a legend has been included at the bottom of each page of this report to provide a quick reference guide for the categorisation of LSPs.

2.2 Quantitative Methods

The data used to generate the quantitative elements of this report has been sourced from documents submitted to Sport Ireland by each LSP. This includes 2019 Operational Reporting documents, submitted to Sport Ireland in January 2020, and 2020 core grant application documents, submitted to Sport Ireland in October 2019. Sport Ireland has provided each LSP with their individual data for all insights discussed in this report, this will allow LSPs to compare their data with the anonymised data of similarly resourced LSPs.

For each quantitative measure described in this report, a number of data points are generally reported in graphical form. A description of the standard graphs in this report is provided below, along with a mock graph to illustrate how each figure is produced and displayed.

Average – The average figure reported by all LSPs in the same category.

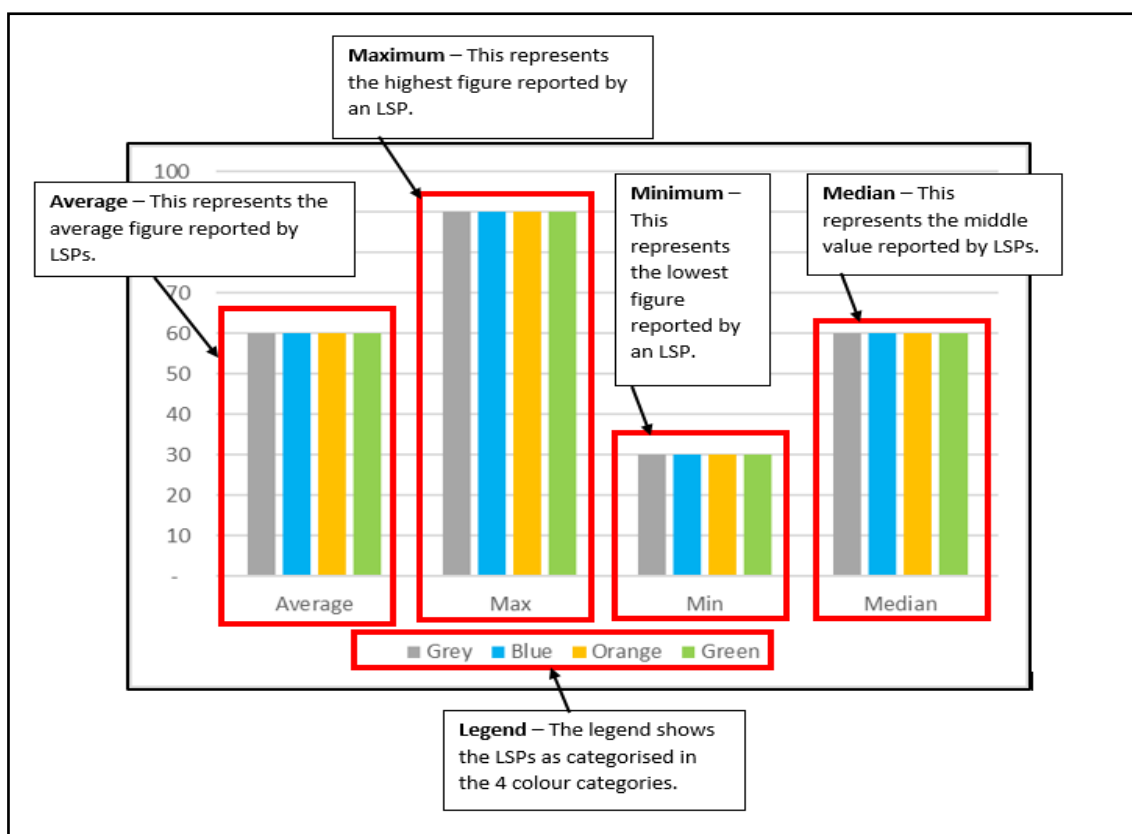
Maximum – The highest figure reported by an LSP in the same category.

Minimum – The lowest figure reported by an LSP in the same funding category.

Median – The middle value reported by LSPs in the same category.

LSP Classification Legend

■ Grey Category (€420,000 +)	■ Blue Category (€375,000 - €419,999)
■ Orange Category (€266,900 - €374,999)	■ Green Category (€0 - €266,899)



Much of the discussion in this report is further supported by a range of charts that can be located in Appendix 3.

2.3 Qualitative Methods

All qualitative data referenced in this document has been gathered from site visits to LSPs that were undertaken by the Sport Ireland participation team between May and October 2019. The site visits were developmental in nature with the goal of improving Sport Ireland’s understanding of the opportunities and challenges which LSPs experience.

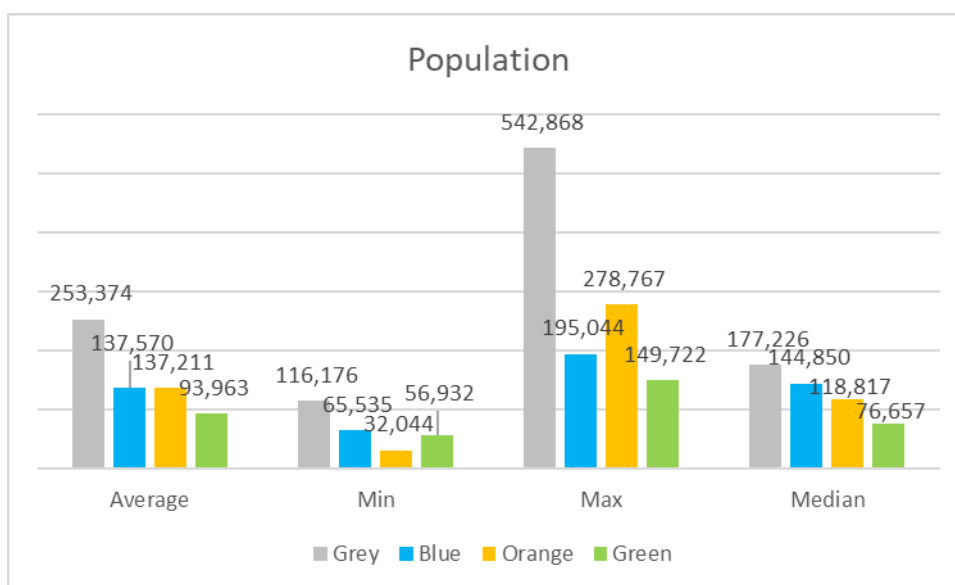
The site visits comprised of semi-structured interviews with LSP coordinators, LSP staff and LSP board/committee representatives. The interviews were semi-structured in nature and were guided by a documented interview schedule, which included numerous open questions allowing flexibility for LSPs to lead the discussion. These questions can be found in Appendix 2. A typical visit involved an hour-long discussion with the LSP Coordinator, a 2-hour long focus group discussion with LSP staff and an hour-long discussion with LSP Board/committee representatives. The meeting with Board/committee representatives included a presentation of the 2018 LSP Annual Report followed by an opportunity for questions. Insights and corresponding actions from each visit were documented on a knowledge transfer template, which was then analysed across LSPs for common themes. Some consistent themes emerged from many of the site visits and these themes may be referred to throughout this report.

Some examples of LSP good practice were uncovered during the site visits. A small number of these good practice examples are referenced from time to time in relevant sections throughout this report.



2.4 Limitations

- LSPs have been classified according to Sport Ireland investment levels, however it is important to acknowledge there are numerous other variables that could be used to classify LSPs and that have an effect on their work e.g. number of staff or population of county. However, we believe for the purpose of this report, providing LSPs with insights relative to their level of Sport Ireland investment is the fairest way to account for the quantity of resources Sport Ireland make available to LSPs to roll out their operational plans. That said, the below graph demonstrates that the classification of LSPs by Sport Ireland investment is also generally reflective of their populations, with only one outlier, the LSP with the largest county population in the orange category.



- Due to the disproportionately large amount of local investment that Dublin City Sports and Wellbeing Partnership and Fingal Sports Partnership secure, particularly from benefit in kind (BIK) and local authority contributions, it was necessary to exclude these LSPs from the quantitative analysis as their data skew the findings. A separate report and guidance note will be produced for these LSPs in time.
- The quantitative findings in this report rely on self-reported data submitted to Sport Ireland by each LSP, therefore the accuracy of the data reported by each LSP is crucial. Sport Ireland is conscious that there may be a variance in how LSPs report different aspects of their work. The content of this report will help to build a consistency of reporting across the network. Any LSPs who have queries about how to best report their data are invited to engage with Sport Ireland to find the best reporting methods. The findings of this report are intended to support each LSP in identifying its own areas of achievement as well as areas for development and focus.
- Due to the semi-structured nature of the site visit interviews, not all LSPs were asked the same questions. However, a question bank was used to guide these semi-structured conversations. A copy of this question bank can be found in Appendix 2.
- Some LSP initiatives are categorised under suitable generic names such as 'Community Sports Programmes', 'School Based Programmes', and 'Coach/Instructor Training'. These generic categories are created by Sport Ireland in order to aggregate data from a wide range of local initiatives run by LSPs that do not sit under existing or established programme names like

LSP Classification Legend

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- Green Category (€0 - €266,899)

'Couch to 5k', 'Daily Mile', 'Disability Awareness Training' etc. The generic nature of this categorisation means that some nuance may be missed in terms of initiatives delivered by LSPs, however it is a useful and efficient way of providing a high-level picture of the actions of the network.

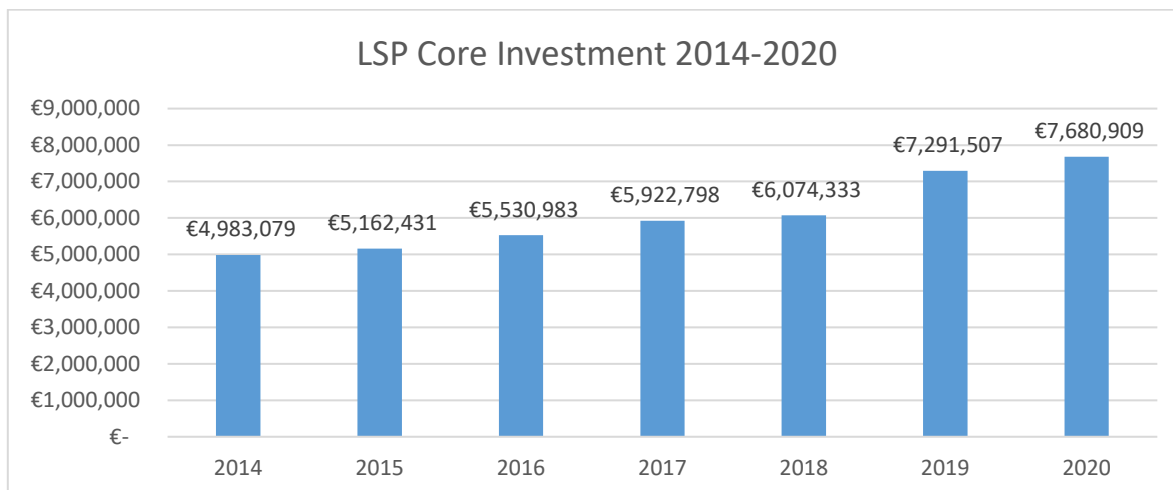
LSP Classification Legend

- | | |
|---|---------------------------------------|
| ■ Grey Category (€420,000 +) | ■ Blue Category (€375,000 - €419,999) |
| ■ Orange Category (€266,900 - €374,999) | ■ Green Category (€0 - €266,899) |

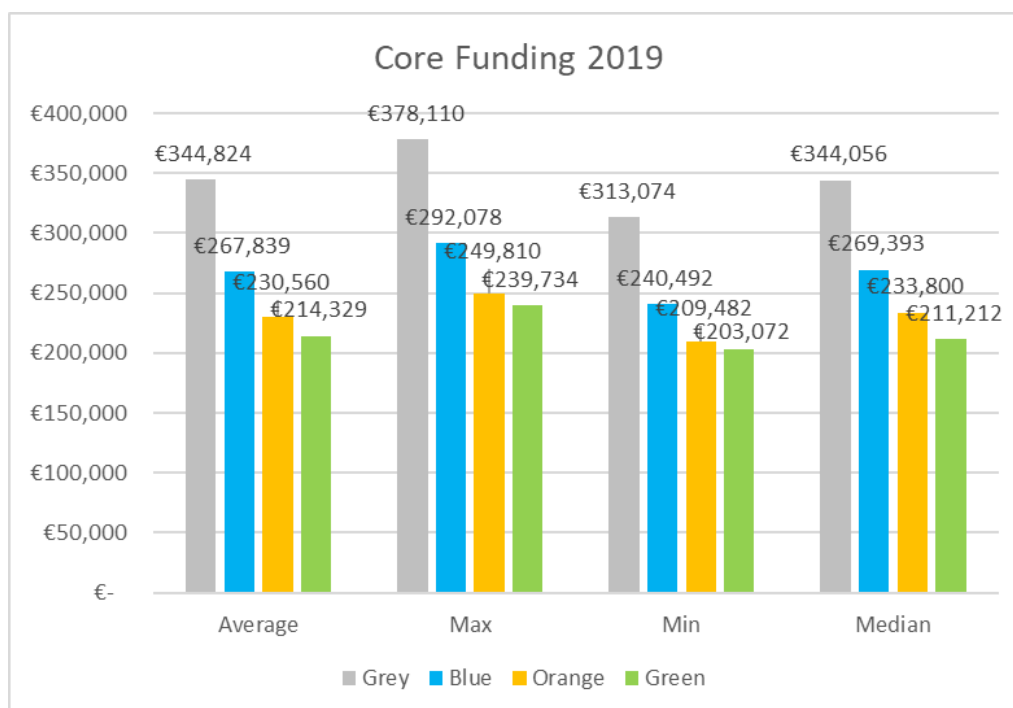
3 LSP Finance and Investments

3.1 Core Investment

Sport Ireland has increased the core investment in LSPs over the last number of years from €5.0 million in 2014 to €7.7 million in 2020.



As highlighted in the methodology, the classification of LSPs in this report is based on the combined allocation of 2019 Core and 2018 DA investments to LSPs. The below graph illustrates the distribution of the 2019 Core investment amounts to the LSPs in each category.



The 2019 Sport Ireland Core Investment was designed to support a minimum of four staff members in every LSP, namely a Coordinator, an administrator, a Community Sports Development Officer (CSDO) and a Sports Inclusions Disability Officer (SIDO). The minimum Core investment to the network was €203,072 increasing to a maximum of €378,110, just under double the minimum investment.

LSP Classification Legend

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- Orange Category (€266,900 - €374,999)
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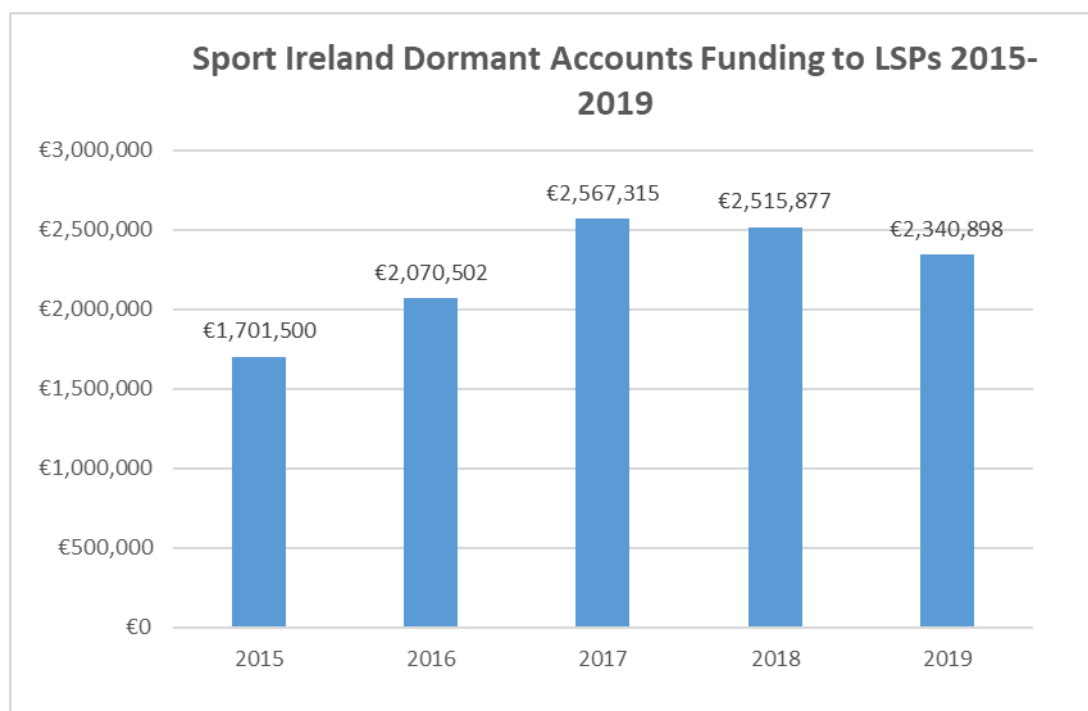
The range of investment allocated to LSPs highlights the complex nature of investment decisions that need to be made by Sport Ireland. Population levels, geographical area, and physical activity levels combined with quality of applications, local capacity and alignment to strategic and policy objectives are just a number of the factors that are considered when determining investment allocations. Population levels across the counties range from 32,000 to 530,000 people, in time some of the more populated counties will need a relatively increased investment to reach their larger populations. That said, when comparing population physical activity levels, many of the less populated counties are where some of the lowest population physical activity levels in Ireland are found. Further, many less populated counties have large geographical areas and experience rural deprivation. Hence, some less populated counties will also need increased investment to be in a position to increase the physical activity levels of their populations.

During 2019 site visits, some LSPs advocated for a less prescriptive allocation of core investment, to provide them with more flexibility in the management of projects locally. Sport Ireland hold LSPs to account for government investments relative to their strategic plans, annual operational plans and budgets as submitted to Sport Ireland each year. In this context, Sport Ireland works with the LSPs to allow for flexibility when needed for LSPs to develop innovative solutions locally or to adapt and respond to new opportunities and changing circumstances.

LSPs also continue to advocate for multi-year investment mechanisms. Multi-year investment is seen as a form of security at a local level and it is thought that this could foster more committed partnerships from local stakeholders. Sport Ireland will continue to advocate for multi-annual investment arrangements in line with the objectives of the NSP. At the same time, LSPs should promote the long-term commitments of the NSP with local stakeholders to further enhance the commitments of local partnerships.

3.2 Dormant Accounts Investment

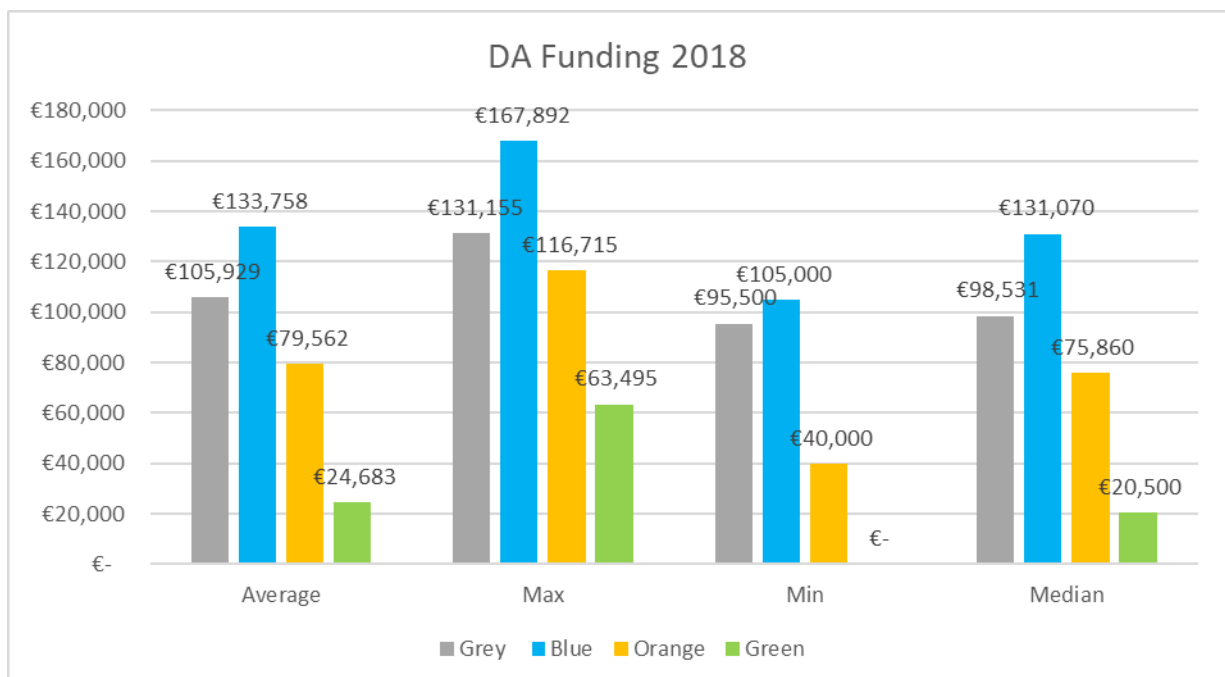
DA funding received by LSPs through Sport Ireland has increased from €1.7 million in 2015 to over €2.3 million in 2019.



LSP Classification Legend

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- Orange Category (€266,900 - €374,999)
- Green Category (€0 - €266,899)

As described in the above section, the categorisation in this report is based on the combined allocation of 2019 Core and 2018 DA investments to LSPs. The below graph shows that this classification is not reflective of DA investment and that blue category LSPs received more investment than grey category LSPs. This is due to a greater number of successful DA applications coming from blue category LSPs and highlights the competitive and dynamic nature of DA investments. It is also notable that green category LSPs have received significantly less investment than the other categories. On average, the smaller green category LSPs received less than 20% of the average investment in the blue category. The project based competitive nature of the DA application process provides an important opportunity for smaller LSPs to develop quality projects and funding applications, which can significantly increase investment in their counties. The below graph shows that this is an area for smaller LSPs to focus on, taking account of their resources and capacity to deliver. It is also noteworthy that the grey category LSPs could benefit more from DA investment. In order to fulfil their obligations under the HOA of allocating and distributing funds for sport at a local level, all LSPs should continue to position themselves to apply across multiple DA investments to maximise their local investment opportunities.



3.3 Partner Investment in LSPs

Partner organisations such as Local Authorities, Education and Training Boards (ETB), Health Service Executive (HSE) and Healthy Ireland provide significant investment in the LSP network in both direct monetary investment and the provision of BIK. LSPs play a vital role in securing local investment by developing local partnerships through advocacy for the importance of sport and physical activity in developing healthy and happy societies and through the identification of common objectives with potential partner organisations. This is one of the key functions of the LSP Coordinator and the LSP board/committee.

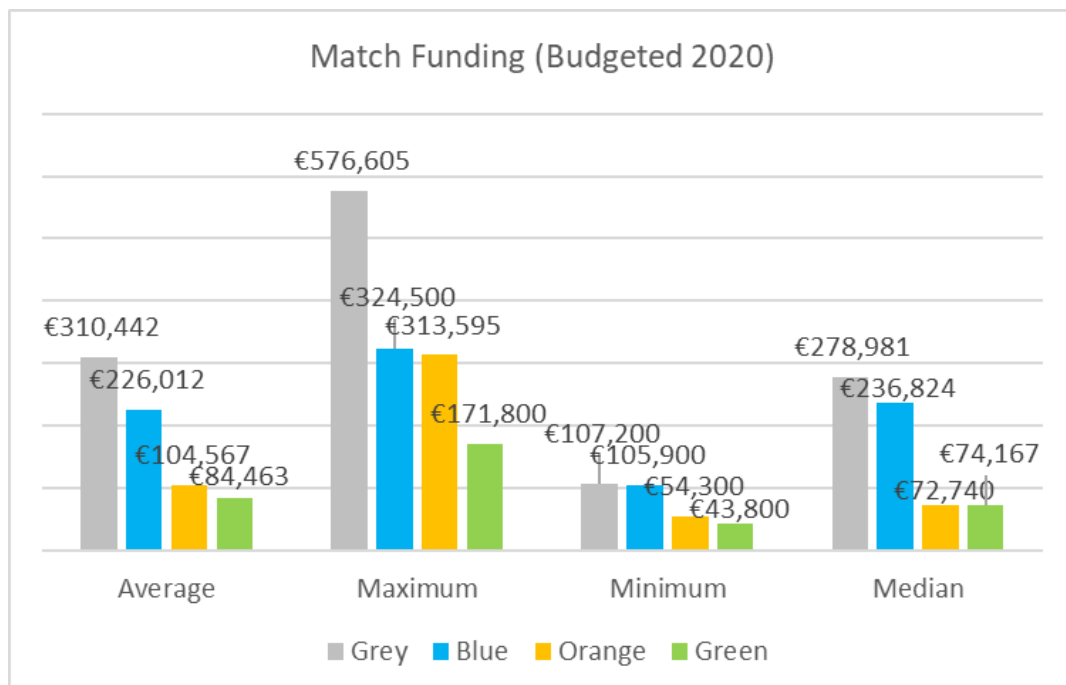
Monetary investment secured from partner organisations varies greatly across the LSP network. The below graph shows that investment from partner organisations is strongly correlated to the combined 2019 Core and 2018 DA investment amounts used to classify LSPs in this report. However, the variance in investment from lowest to highest is much greater than that of the Sport Ireland investments. Local monetary investment from partner organisations ranges from €43,000 to



€576,000, more than a thirteen fold difference. The average and median calculations in the below graph for the smaller green and orange category LSPs highlight an area of focus for Coordinators of these LSPs. In the past, limited human resources in these LSPs may have been a factor in limiting the time and scope for Coordinators and boards/committees to secure local investment. However, Sport Ireland have significantly increased investment in the smaller LSPs in recent years to support an increase in staff numbers which should now provide Coordinators in these LSPs with the time and resource to operate more strategically and to develop the partnerships necessary to advocate for sport and to secure increased local investment.

We see variance across the LSP categories as described above, but the variance within each of the four LSP categories is also notable, with the most successful LSPs in each category securing between three times and six times as much funding as the least successful. Sport Ireland acknowledge the challenges in securing local investment and the differences in local attitudes to sport. This is however, an essential component to the work of LSPs. LSPs that find themselves at the lower end of the local investment portfolio in their category should make contact with their colleagues in other LSPs to understand how they manage to secure larger local investments.

In order to successfully advocate for increased investment in sport at a local level, LSPs need to identify key decision makers in partner organisations and take the time needed to build strong, trusting and value based relationships with these stakeholders. Identifying synergies with the strategic objectives of partner organisations and using LSP reports to demonstrate levels of delivery and impact where the work of LSPs complements that of partners will help to increase recognition of the role of LSPs locally. Once strong relationships are developed, examples of investments secured in other counties may help to demonstrate the level of investment that partner organisations could be making towards improving the wellbeing of local communities.



As an example of the partnership approach from one LSP, Kildare LSP has embedded the Athy Community Sport and Physical Activity Hub (CSPA) in the Local Area Plan. This has resulted in a full time staff member being employed, funded by different local sources. This takes some of the responsibility of running the hub away from the LSP and gives greater ownership to the community, ensuring sustainability of the hub.

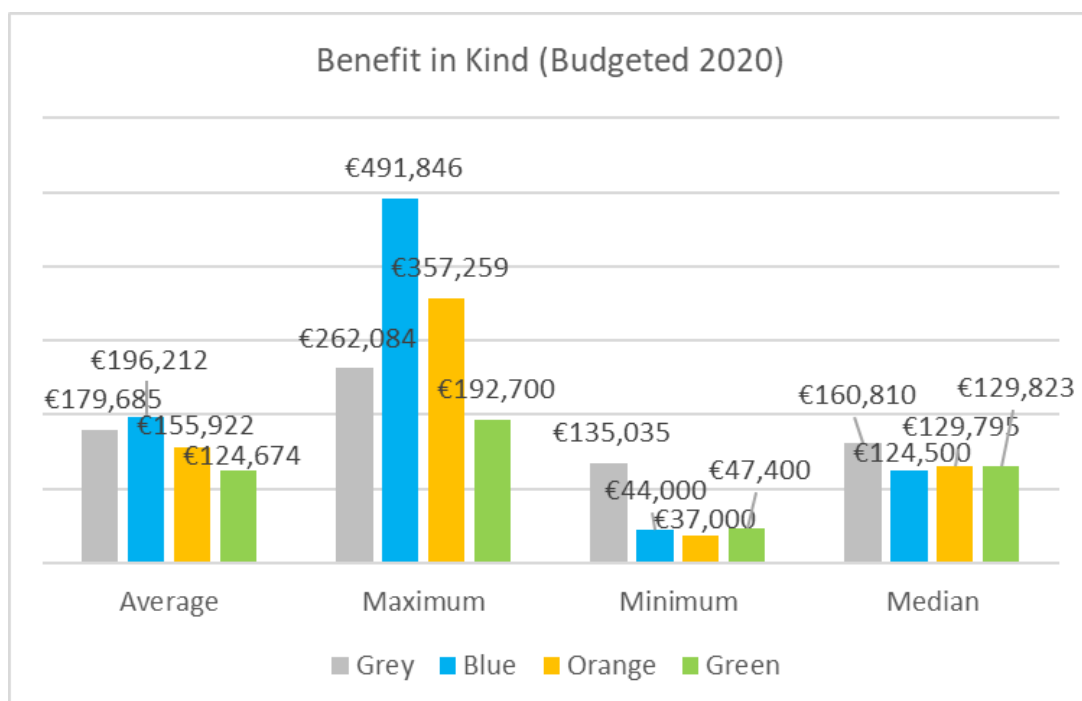


3.4 LSP Benefit in Kind

Benefit in Kind (BIK) is a significant contributor to offset the operating costs of LSPs. The median and average BIK calculations show a fairly even distribution of benefit in kind across the LSP categories ranging between €124,000 and €196,000, which is almost correlated to the LSP categorisation.

There are however, significantly lower BIK contributions reported among some of the blue, orange and green category LSPs. Securing and reporting BIK is another important role for LSP Coordinators and boards/committees as increased BIK can offset against operating costs such as office rental, IT costs, HR, finance, payroll, legal and in some cases transport and insurance costs. Offsetting these costs allows LSPs to invest more of their core investment in their staff numbers to increase the development and delivery of sports participation opportunities in local communities. Increased staff investment and reduced operational administration can further allow LSP Coordinators to focus on the strategic elements of their job such as increasing local investment and BIK, creating a reinforcing cycle.

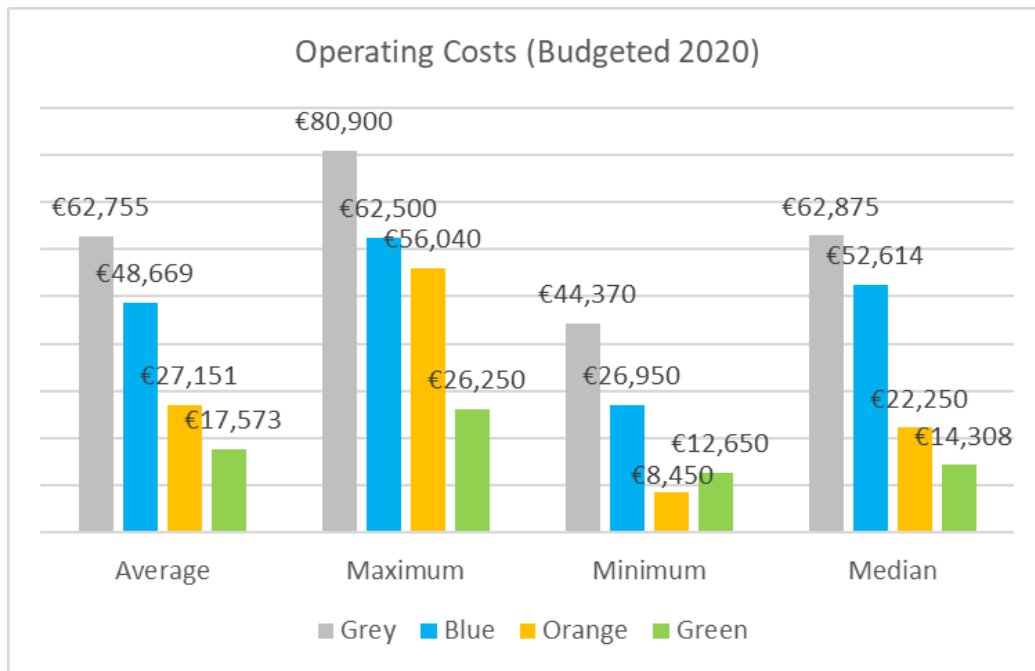
There are also some significantly high BIK values for some of the Blue and Orange category LSPs.



3.5 LSP Operating Costs

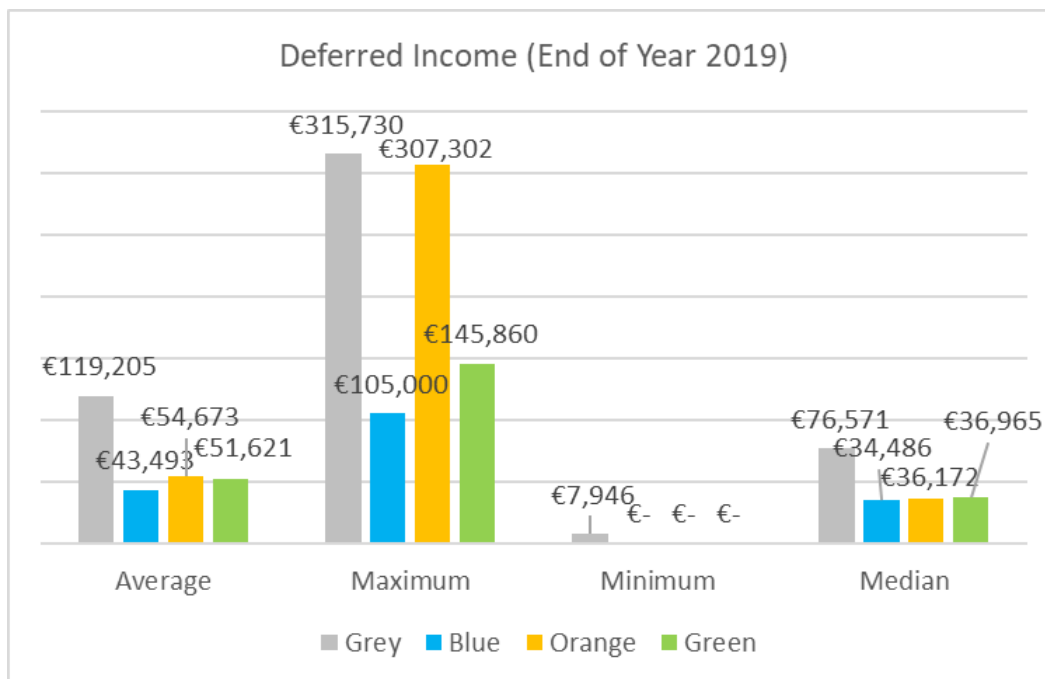
LSP operating costs include rent, IT, insurance, marketing, office costs and travel. These costs appear to be closely correlated to the classification of LSPs in this report, reflecting the increased operating costs associated with larger organisations. Notably however, the operating costs of green and orange category LSPs are significantly lower than those of blue and grey category LSPs, an average of 70% lower in the case of grey to green comparison. This may warrant further exploration to understand whether these savings are solely due to organisational size or if there are other influencing factors such as BIK, size of county or level of activity influencing these costs.





3.6 Deferred Income

Deferred income relates to Sport Ireland investments, which have been carried over from previous years of investment for various reasons. In general, deferred income is low across the LSP network with approximately 10%-15% of the Sport Ireland investments carried year on year. This level of deferred income is usually related to a mix of savings due to staff turnover and associated delays between contract termination and recruitment as well as occasional delays in a small number of programmes or projects, which may be outside the control of the LSP.



The above graph highlights that deferred income is generally highest in the grey category LSPs. This category should pay particular focus on expending their allocated investments each year. There are also some LSPs in both the grey and orange category who have reported figures outside the typical

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range. These significant amounts of deferred income are illustrated in the maximum section of the deferred income chart below. Sport Ireland is currently working with these LSPs to implement measures for the timely expenditure of these funds in accordance with their original allocation, or in some cases exploring the reallocation of the funds.

3.7 Cash balances

At any point in time LSPs carry cash balances on their accounts which include Core and DA grants secured for the year, investments from partner organisations, revenue generated from programmes or events, contingency funds and deferred income from previous years.

On the 30th September 2019, LSPs reported the cash on deposit across all bank accounts with their grant applications. With one financial quarter remaining in the year, as would be expected, all LSPs had a positive cash balance. There is significant variation however in the amount of funds on balance across the network. There are many reasons why some LSPs may have larger cash balances than others, for example, some LSPs may have recently secured a significant investment from a partner organisation such as the HSE or Healthy Ireland to deliver on a body of work, which is in its early phases.

The blue category LSPs carry the most significant balances of all the LSPs. In general, blue category LSPs should focus on reducing these cash balances, especially where they are made up of deferred income or are growing year on year. Sport Ireland encourage LSPs in this situation to engage in dialogue with Sport Ireland to develop individual action plans to invest these funds over time in the development of sports participation opportunities in their county.

In some LSPs, contingency funds are a large source of the cash balances. LSP coordinators are advised to seek professional legal and financial advice to ensure their organisation manages its operational, financial and legal obligations in the case of major business disruption or changes in government policy. LSPs need to ensure they have the necessary resources set aside to manage a timely and organised wind down of their organisation should unpredicted external factors necessitate such action. Unlike commercial business models where income is generated throughout a calendar year, the LSP investment structure frontloads the majority of the LSPs income at the start of the calendar year. As such, a contingency period would only kick in once the existing investment for any given year has first been expended.

In general, the majority of LSPs have set aside contingency funds to cover three months of operating costs plus wind down costs and redundancy costs. Some LSPs have significantly larger contingency funds than this. Sport Ireland recommends that LSPs with particularly large contingency funds work with their board/committees of management to seek strategic, legal and financial advice to ensure they meet their obligations under these headings. Board/committees of management should also assess the strategic cost of holding excessive cash deposits to extend their contingency period against the benefits of investing some of those deposits in achieving the strategic objectives of the organisation.

3.8 Summary of Actions

This chapter can be summarised into a number of key actions regarding LSP Finance and Investments for both the LSPs and Sport Ireland to implement. See table below, which outlines each Action Lead along with Supporting Partners (if applicable).

LSP Classification Legend

■ Grey Category (€420,000 +)	■ Blue Category (€375,000 - €419,999)
■ Orange Category (€266,900 - €374,999)	■ Green Category (€0 - €266,899)

LSP Finance and Investments			
No.	Action	Action Lead	Supporting Partners
1	All LSPs, but particularly smaller LSPs, to apply across multiple Dormant Account investments to maximise their local investment opportunities.	LSPs	Sport Ireland
2	LSP Coordinators in smaller LSPs, which have received increased investment and human resource in recent years, to now focus on developing and improving strategic partnerships, to advocate for the importance of sport and to secure increased local investment and benefit in kind.	LSP Coordinators	LSPs
3	LSPs that find themselves at the lower end of the local investment portfolio to make contact with their colleagues in other LSPs to understand how they manage to secure additional investments and benefit in kind.	LSP Coordinators	Other LSPs
4	LSPs with large cash balances to develop individual action plans to invest these funds over time in the development of sports participation opportunities in their county.	LSPs	Sport Ireland

LSP Classification Legend

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4 LSP Governance and Management

4.1 LPS Boards and Committees

Limited company LSPs are governed by boards of management with company directors, whereas local authority based LSPs are governed by the local authority governance structures with an advisory committee of relevant stakeholders. The local authority LSP advisory committees have a similar composition to the company boards of management to provide strategic guidance and oversight to the functioning of the LSP. A total of 386 people served on LSP boards/committees in 2019. LSP boards/committees range in membership numbers from six members to twenty two with an average of thirteen members per board/committee.

Among the 386 board/committee members, 38% are female which exceeds the NSP gender balance goal of 30% female board membership. Individual LSPs should aim for a 60/40 gender balance at a local level, while the network as whole should now be aiming for a 50/50 gender balance. LSPs should also aim to have representation on their boards/committees from people with a disability, people of ethnic minority and people from communities of socio-economic disadvantage.

LSPs should regularly review board/committee structure in order to ensure a balanced representation between the statutory, community/voluntary, and sporting sectors. In 2019:

- 26% of board/committee members represented Local Authorities,
- 22% represented sport through NGBs, clubs and leisure centres,
- 15% represented education through ETBs and 3rd level institutions,
- 13% represented the PPN and other community groups,
- 6% represented the HSE
- 4% represented disability organisations

The average tenure of LSP board/committee members ranges from three to five years, however a large spread is notable in terms of membership tenure, with some LSPs having long-standing members of up to eighteen years. Sport Ireland understand that some board/committee members may represent an organisation as part of their job, however LSPs are encouraged to limit board/committee members to terms of six years with a maximum tenure of nine years in exceptional circumstances.

4.2 Governance Code

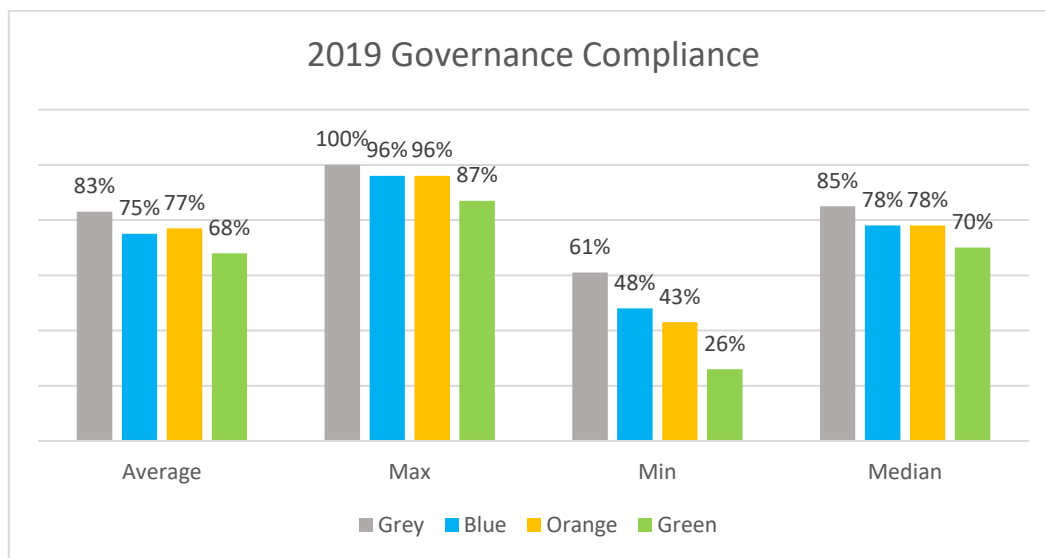
All Sport Ireland funded bodies are required to have fully adopted the Governance Code by the end of 2021. Sport Ireland provide supports through training and education to build organisational capability and through financial supports to assist LSPs in the development of the necessary policies and procedures. Sport Ireland monitor governance compliance against the Governance Code across the LSP network. In 2019, all LSPs were scored out of 23 Governance areas, which cover governance, finance, management and policy measures that LSPs are required to implement.

LSPs in the Grey category are the highest performing group with LSPs in the other categories having reduced scores in relation to their level of investment. The most common gaps in governance are a lack of anti-racism codes of practice, public relations and media policies, and equality of opportunity policies. However up to a quarter of LSPs were not in a position to demonstrate that they had an up to date staff handbook, board/committee induction process, fixed asset register, risk register or Garda vetting policy. It is imperative that LSPs that do not have these policies and procedures in place focus on improving their governance standards in 2021. All LSPs are required to reach 100% compliance by the end of 2021 if they are to qualify for Sport Ireland funding. LSPs, which have

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scored poorly in their Governance scores, are being engaged with directly by the Sport Ireland executive.



During the 2019 site visits, the LSP network itself identified the need for consistency in governance standards across the network. Following consultation with Sport Ireland, the LTD company LSPs submitted a combined written request to Sport Ireland requesting specific investments to support the development of modern and robust GDPR, Health and Safety and HR policies and guidelines which could be shared across the LSP network. Sport Ireland supported each of the nine LTD company LSPs to assist them in implementing these governance and risk management projects. This supports the delivery of Action 31 of the NSP by providing the necessary supports for LTD company LSPs to achieve and maintain compliance with the Governance Code and Governance best practice.

4.3 LSP Management Structures

The role of the LSP Coordinator across the network is evolving and growing overtime, to become less operational and more strategic. Some LSP Coordinators in larger LSPs have expressed that there is scope to increase the strategic significance and recognition of the LSPs by investing in middle management staff. In fact, some of the Grey category LSPs have successfully secured investments locally, which they have added to Sport Ireland’s core investments, to adopt such models. In those LSPs, this model allows middle management staff members to focus on the operational management and coordination of LSP initiatives, while the coordinator can focus on working at a more strategic level. These coordinators have more time to advocate for sport, promote the important role the LSP plays in achieving strategic objectives of partner organisations, developing partnerships and ultimately securing investment, which further grows the reach, impact and influence of the LSP creating a reinforcing cycle.

4.4 Core Staff

Average LSP core staff numbers are slightly inflated due to a number of LSPs integrating large numbers of local authority staff. However, all LSPs reported having at least three core staff in 2019, with the large majority having at least four. Many LSPs have noted their difficulty in attracting and retaining staff due to the short-term nature of contracts, especially in local authority based LSPs. LSPs would like to be able to provide assurance for their staff in relation to contract length. Time spent in the training and upskilling of staff is often put to waste if long-term staff contracts cannot be guaranteed. It was highlighted that there is a need for Sport Ireland to link in with Local Authorities to discuss



sustainability of funding and contracts to help secure longer contract commitments. There is also potential for Sport Ireland to explore the co-funding Sports Development Officer positions with Local Authorities. Concerns, associated to the lack of middle management positions, have been raised around the limited potential for LSP staff to advance their careers within the LSP network, resulting in opportunities being sought outside the network and the loss of valuable key staff members over time.

4.5 Contract Staff

Grey category LSPs report having a greater number of contract staff such as tutors and coaches, with 31 on average, while Orange category LSPs reported having 14 contracted staff on average. It is notable that some LSPs in the Green and Orange categories reported having no contracted staff. It is important for LSPs to focus on recruiting and activating their volunteers and their contract tutors and coaches. This will allow core staff to step back from directly delivering initiatives and programmes, to take a more strategic and sustainable approach to coordinating greater physical activity opportunities around the county.

Access to tutors/coaches appears to be a challenge across the LSP network. Recruiting and maintaining a bank of reliable contract staff appears to pose difficulties, particularly for the delivery of certain programmes. Some LSPs suggested the establishment of a national database of qualified contract staff to encourage the sharing of contract staff across county borders and assist counties who do not have local third level institutions. This would also support a quality and consistency of programme delivery across counties.

Further, a “Tutor Toolbox” which would include documents like contract templates, terms of reference and payment/payroll procedures may help in the recruitment and retention of tutors over time. It was clear from the site visits that further discussion and cross LSP collaboration could lead to a more effective and sustainable approach to engaging with contract staff. Sport Ireland will support an LSP working group to explore the development of a national tutor database and tutor resources.

Some LSPs have found it to be of huge benefit to link in with colleges in their county. This has provided them with quality students on work placement as well as student tutors. A long-term outcome of such partnerships is an increased capacity at LSP level owing to more human resources.

4.6 LSP Administration

LSPs continue to successfully establish and nurture partnerships and investment at the local level. These partnerships generate huge value but often mean that there are additional reporting requirements on the LSPs, reporting the same information to multiple funding agencies in different formats. The network is currently working close to its administrative capacity. Excess and double reporting requirements from various funding sources points to the need for a more streamlined process.

Sport Ireland have engaged with other national LSP funding agencies with the aim of aligning reporting requirements to reduce duplication of administration for LSPs. LSPs should continue to work with local funding organisations to this end. The adoption of a Central Online Participant Registration System and an Online Grants Management System by Sport Ireland in the near future will also help to automate many LSP administrative functions and reduce administrative workload.

There has been a national discussion about the benefits of using a Central Online Participant Registration System within the network to help automate some of the administrative work of LSPs. Many LSPs have already adopted the use of CRM systems locally to this effect with excellent results. These systems maximise efficiency and productivity while reducing administration and encouraging

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team collaboration on projects. Sport Ireland are currently working on developing a central online registration system to support the work of the Participation unit and the LSP network. It has been highlighted that some Local Authority based LSPs cannot access certain IT programs and features due to IT restrictions. This issue will be taken into account as Sport Ireland works with the network to establish the central registration system.

4.7 Summary of Actions

This chapter can be summarised into a number of key actions regarding LSP Governance and Management for both the LSPs and Sport Ireland to implement. See table below, which outlines each Action Lead along with Supporting Partners (if applicable).

LSP Governance and Management			
No.	Action	Action Lead	Supporting Partners
5	Individual LSPs to aim for a 60/40 gender balance on their boards/committees at a local level, while the network as whole should be aiming for a 50/50 gender balance.	LSPs	
6	LSPs to aim for board/committee representatives of people with a disability, ethnic minorities and communities of socio-economic disadvantage.	LSPs	
7	LSPs to review board/committee structure regularly in order to ensure a balanced representation between the statutory, community/voluntary, and sporting sectors.	LSPs	
8	Where possible LSPs to limit board/committee members to terms of six years with a maximum tenure of nine years in exceptional circumstances.	LSPs	Sport Ireland
9	LSPs to ensure that staff handbook, board/committee induction process, fixed asset register, risk register and Garda vetting policy are all in place by end of 2020 as well as anti-racism codes of practice, public relations and media policies, and equality of opportunity policies.	LSPs	
10	All LSPs to be governance code compliant by October 2021, in time for 2022 Grant Applications.	LSPs	
11	LSPs who wish to appoint staff to middle management must secure locally sourced investment to complement existing Sport Ireland salary investments.	LSPs	
12	Sport Ireland to correspond with Local Authorities to emphasise the sustainability of Sport Ireland funding and to explore the potential of co-funding future Sport Development Officer Positions.	Sport Ireland	Local Authorities
13	Sport Ireland will support an LSP working group to explore the development of a national tutor database and additional tutor resources.	LSPs	Sport Ireland
14	Sport Ireland will work with national partners to centralise and streamline LSP reporting as much as possible.	Sport Ireland	HSE, Healthy Ireland
15	Sport Ireland to develop a Central Online Participant Registration System and an Online Grants Management System.	Sport Ireland	
16	LSPs to place emphasis on engaging regularly with partners and stakeholders of influence in their locality and particularly to have a significant input into the focus of county development plans and other strategic local documents.	LSPs	Local Authorities

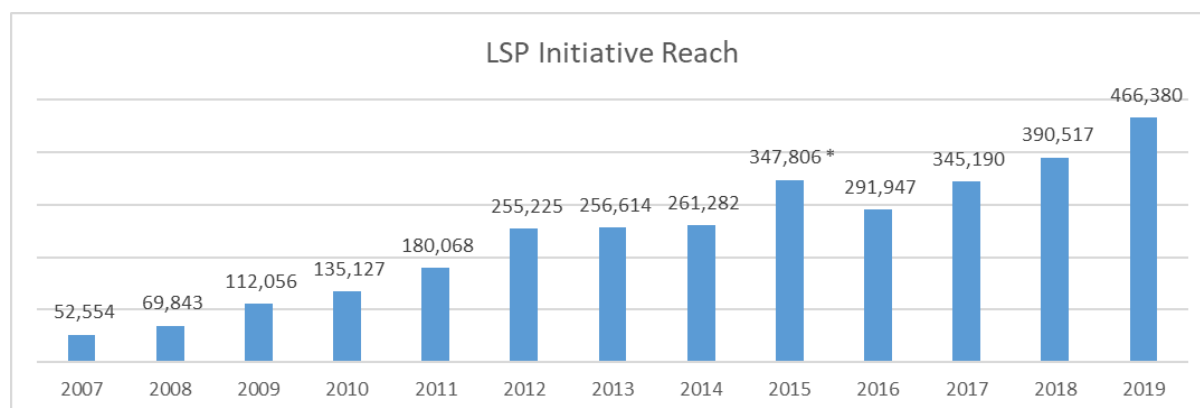
LSP Classification Legend

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5 LSP Programmes and Initiatives

The design, delivery and review of targeted initiatives by LSPs directly increases the level of local participation, particularly amongst the harder to reach social groups. Through their local expertise and connections within the sports infrastructure, LSPs are able to identify specific needs and plan accordingly.

The number of people participating in Local Sports Partnerships initiatives has grown from 52,000 people in 2007 to 466,380 people in 2019. This high level measure indicates that the LSP networks performance is improving and developing year on year.



* Repeat Parkrun visits counted in 2015 but not in following years

Despite the overall significant reach of LSPs, some LSPs have greater reach than others. In many cases, although not always, there is a level of correlation between reach and level of investment as can be seen below for individual LSPs.

Total reach is a crude, but important, metric with which to measure LSP performance. In order to better understand the work of LSPs, Sport Ireland measure the performance of LSPs across a multitude of metrics including reach by target group (women, socio economic disadvantage, people with a disability, Ethnic Minorities), partnerships developed, diversity of sports, sustainability of opportunities offered and impact of engagement. The challenges of over relying on population reach as a performance metric are discussed in the sustainability section below.

5.1 Sustainability

Local Sports Partnership initiatives are designed from the outset with a sustainable outcome goal. The long term outcome of any initiative is that the initiative can continue, or that participants will maintain activity levels, without the input of the LSP. This results in challenges for reporting on LSP figures as many of the programmes and initiatives, which were started by LSPs, are now operating independently of the LSP. Over reliance on measuring the population reach of LSPs could unintentionally encourage LSPs to maintain their involvement in successful initiatives rather than allow them to be owned, governed and directed by the participants, volunteers, clubs and communities themselves. Many high-performing LSPs will report lower reach data for this reason, they are exceptionally good at empowering communities and giving ownership of initiatives and programmes to the communities within which they are based. There is a fine balance to be found between reaching large numbers of people and empowering those people to take ownership of their own active lifestyles. The evaluation tools recently developed by Sport Ireland allow us to begin measuring the medium term impact of initiatives on participants and to better understand the value

LSP Classification Legend



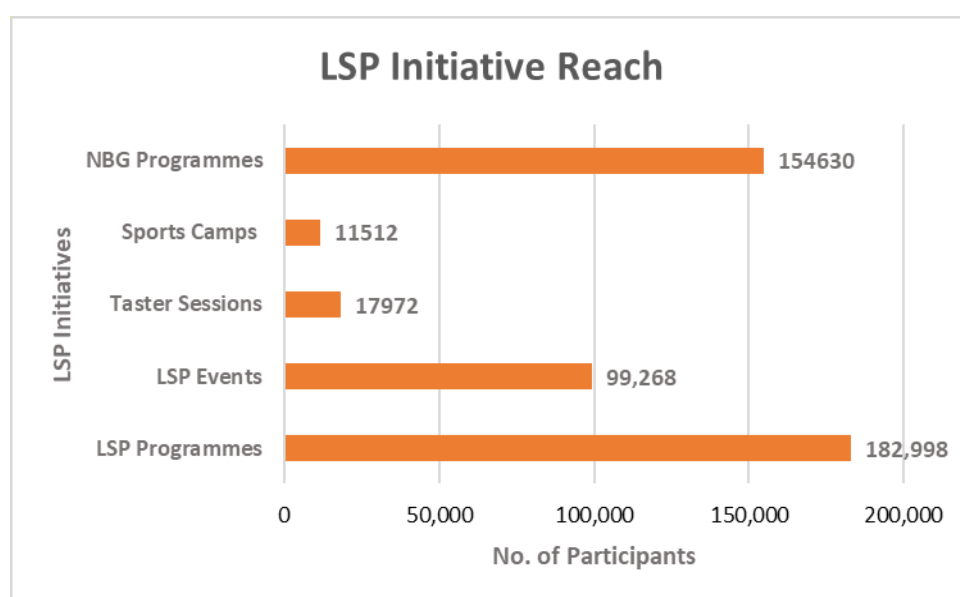
of the work of LSPs. For now the primary metric we have access to for analysis is reach which will be further explored in the following sections.

5.2 Programme Reach

In 2019, 466,380 participants were reached by LSP initiatives. LSPs reach participants through a number of different types of initiatives. A brief description of the five categories of LSP initiatives are highlighted in the table below.

Initiative Category	Description
LSP Programmes	Defined as fixed duration participation opportunities, which last longer than one or two sessions. Usually delivered over a number of weeks or non-consecutive days e.g. Men on the Move, Go For Life, Community Walking Programme
LSP Events	Defined as fixed duration participation events usually lasting single days. Participants would usually set a goal to enter the event and undertake some training or require underlying fitness or skill to take part. E.g. 5k runs, Cycle Series, Mini Marathons
Taster Session	Defined as once off participation opportunities which offer no more than a single experience, although they may signpost to more long-term opportunities. Participants usually need no training in advance and minimal previous skill/fitness to take part e.g. Fun days, Be Active Nights, family events, promotional weeks, etc.
Sports Camps	Defined as sports camps, which offer sports participation opportunities in a sport or multi sports. Usually lasting less than a week e.g. FAI Soccer Camps, GAA Cúl Camps
NGB Programmes	Defined as participation opportunities with an NGB as the main deliverer of the initiative. Support and resources may be provided by LSPs. E.g. Rugby tournaments, GAA blitzes, soccer leagues

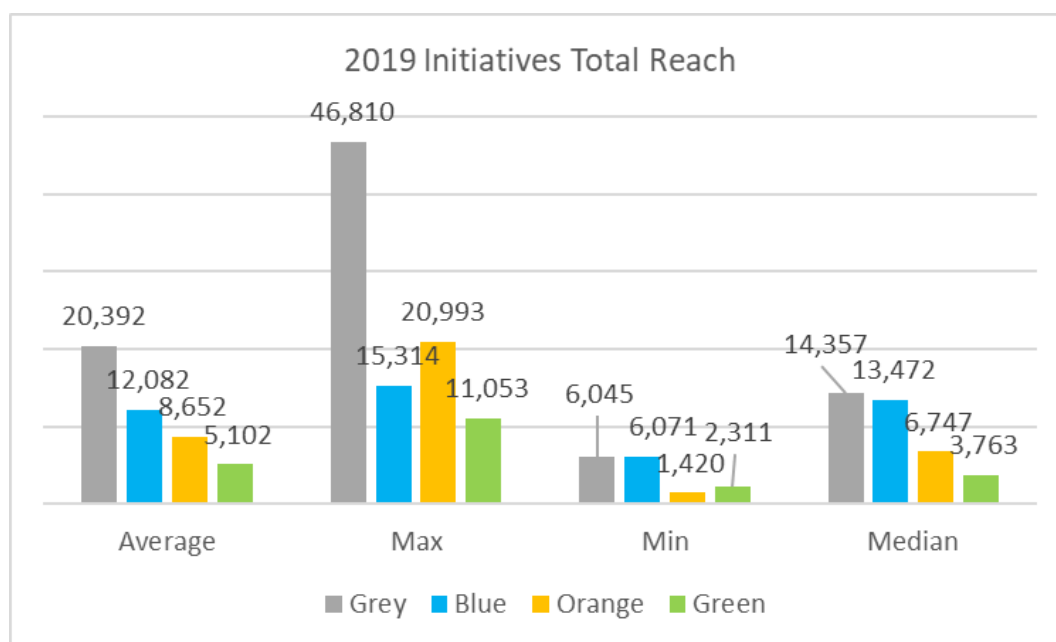
The majority of LSP activity is delivered through LSP and NGB programmes, making up 72% of total LSP reach. Another 21% of LSP reach is made up of LSP events with the remainder split across sports camps and taster sessions. The below graphs shows the reach across the five initiative categories.



LSP Classification Legend



LSP reach in 2019 is reflective of the categorisation in this report with the greatest number of participants reached on average by Grey category LSPs and the fewest participants reached by Green category LSPs. There is however, large variations in reach within categories, particularly the Grey, Orange, and Green categories. Some LSPs, even when compared to LSPs of a similar size, appear to be delivering much higher levels of programming than others, however total reach is a crude instrument by which to measure the success of an LSP. The next headings provide a breakdown of the reach figures by target group for each LSP category.



5.3 Target Groups

The NSP highlights the need to focus on target groups who are known to have lower levels of sports participation when aiming to increase sport and physical activity participation. The LSP HOA reiterates this and outlines that LSPs are central to increasing levels of participation in sport, especially amongst specific target groups such as those who live in identified disadvantaged communities, unemployed people, people with disabilities, migrants, ethnic minorities, older people, girls and women, and men over 40. LSPs have been very successful in engaging with target groups across the board and are continuously supporting development and implementation of programmes and events that encourage greater participation particularly for these target groups.

A number of insights have emerged regarding the LSPs approach to activating the different target groups. These have been broken down into sections below. While the diversity of target group reach amongst the categories of LSPs may be relative to levels of funding and resources, it is important to consider that some LSPs have developed new and innovative means of engaging with some target groups over others. Knowledge sharing between LSPs needs to increase so LSPs can help one another and share successful initiatives that have worked with other LSPs that may be struggling to engage with specific group.

5.3.1 Young People

The NSP suggests that we are already quite successful in getting our younger children involved in sport, referencing the “Keeping Them in The Game” 2013 report which found that almost 90% of children were participating at least once a week in organised extra-curricular or extra-school sport by ages 10-



12. The NSP also highlights that many of these younger children will give up sport during adolescence and young adulthood. This is confirmed by the results of the Children’s Sport Participation and Physical Activity Study 2018 report, which shows that only 10% of secondary school children meet the National Physical Activity guidelines compared to 17% of primary school children.

As mentioned previously, LSPs engaged many young participants through school based initiatives in 2019. LSPs from all categories reported reaching on average, a significant number of school-aged participants, particularly at primary school level. Primary school children make up approximately 12% of the population. In 2019, LSPs reached 177,971 (38% of total reach) participants through initiatives targeting children of Primary School age. In contrast, all LSPs reported reaching a much smaller number of secondary-school aged participants, reaching 46,546 (10% of total reach). Secondary school students make up approximately 8% of the population. Increasing engagement and focus on secondary school aged children to 25% of total reach should be one of the main goals of the LSP network as a whole over the next four years.

While it is important that LSPs continue to engage and support children at primary-school level, with particular emphasis on advocating for play and active transport, it is important to be mindful not to over extend the limited LSP resources in the primary-school age group, where children are already relatively active. This does not suggest that LSPs should reduce their engagement with primary school aged children but rather that any increases in the coming years should be focused on engaging secondary school aged children. As many children will give up sport during adolescence and young adulthood, secondary school is a critical time for intervention, as children transition to independent living and develop lifelong behaviours and complex independent routines. LSPs should place a particular emphasis on building partnerships and working closely with secondary schools and teachers, while linking with other partners such as NGBs, to support an active and inclusive culture amongst teenagers and provide innovative participation opportunities and environments for teenage youths to develop and grow a positive relationship with sport and physical activity.

5.3.2 People with Disabilities

LSPs reported reaching 24,387 (5% of total reach) people with disabilities through their initiatives in 2019. Among the Irish population, 13.5% of people are reported to have a disability according to Central Statistics Office (CSO) figures. Although not all people registering for LSP initiatives will declare their disability, there is a significant difference between the percentage of the population with a disability and the percentage of people with a disability engaging in LSP initiatives. This an area of focus for LSPs, over the next four years LSPs should aim to increase engagement with people with a disability to 15% of total reach. With increased investment in the SIDO network in recent years, Sport Ireland expect to see an increased reach and engagement in this area in the near future. LSPs and their SIDOs should focus on growing their reach to people with a disability by actively recruiting and engaging with disability groups and services in their local area and working with Cara and the Disability NGBs to ensure that the local sports community is inclusive of all abilities.

The NSP and the Sport Ireland Policy on Participation in Sport by People with Disabilities provide a clear policy context for the promotion of sport for people with a disability. In addition, the recently released guidelines for LSPs on the Policy on Participation in Sport by people with disabilities provides support for SIDOs on priority areas of work enabling them to achieve the objectives set out in these policies.

5.3.3 Ethnic Minorities

LSPs reached 15,089 (3% of total reach) participants through initiatives targeting ethnic minorities in 2019. Again, there is large variation among LSPs in terms of how many participants they reached in

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this target group. For example, there are some LSPs in the Blue, Orange, and Green categories that reported no reach for this target group, while some LSPs reported reaching thousands of participants. Increasing reach but also improving the recording of ethnicity data should be an area of focus for LSPs over the next four years. Engaging with ethnic minorities is part of a key action under the LSPs' HOA as well as the NSP. Therefore, all LSPs should endeavour to engage with and provide participation opportunities for ethnic minorities. Some great examples of this have been documented in the LSP annual report case studies, where LSPs have engaged with Direct Provision Centres, Traveller Organisations, and Groups representing minorities.

5.3.4 Older Adults

LSPs reported reaching 14,929 (3% of total reach) participants through initiatives targeted at older adults (55+). Adults aged over 55 make up 24% of the Irish population. Along with reach to secondary school aged children and people with a disability this is another key area for increased development across the LSP network. The network as a whole should be aiming to increase older adult participation to 25% of overall reach over the next four years. As the percentage of people with a disability increases with age, this may also help LSPs to increase their reach to people with a disability.

LSP reach in this cohort is largely reflective of the LSP categorisation in this report, with Grey category LSPs reaching on average the greatest number of participants. Orange category LSPs reached the lowest number of participants on average, with some LSPs in this category reporting no reach. All LSPs should be delivering some targeted initiatives for older adults. LSPs looking to increase their reach to this population should consider further roll out of Go for Life initiatives as well as engaging further with other groups that support older adults such as active retirement groups and men's sheds groups.

5.3.5 Women

LSPs reached 238,134 (51% of total reach) women and girls through their participation initiatives in 2019. LSPs reported reaching 51,226 (11% of total reach) participants through Women in Sport (WIS) initiatives specifically targeting females. The reach of LSPs through these initiatives mirrors the categorisation in this report, with Grey category LSPs having the greatest reach, and Green category LSPs reporting the lowest. LSPs that reached a relatively low number of participants through these initiatives may consider this as an area for further development by engaging with Sport Irelands Women in Sport Lead to promote and facilitate further women in sport initiatives. Many NGBs have now appointed Women in Sport Officers, and working closely with these NGBs who are developing their Women in Sport programmes should be a focus for LSPs looking to achieve a greater reach here. In order to reach the objectives set in other target groups LSPs should focus on targeting teenage girls, older women, ethnic minorities and women with a disability.

The Youth Female Community Coaching programme was developed by Offaly LSP for females aged between 16-25 years old. The programme targets girls who are actively involved in sport to reward them for their involvement and to provide an incentive and pathway for them to give back to their club/community.

5.3.6 Socio-disadvantaged Groups

LSP initiatives targeting socio-economically or educationally disadvantaged participants have reached 273,450 people (58% of total reach). This is a key target group for LSPs to activate, as ISM data consistently shows that those with a lower socio-economic status participate less in sport compared to those of a higher status. This is a stubborn gradient, and has shown itself to be difficult to improve. Despite the LSP network reaching a large number of participants in this target group in 2019, there is significant variance between LSPs. At least one Orange category LSP reported reaching zero

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participants in this target group, while the maximum reach came from an LSP in the Grey category, reporting 46,010 participants. This variance may be due to inconsistencies of how LSPs report their data however, it still highlights a need for all LSPs to continue placing an emphasis on engaging with greater numbers of socio-economically disadvantaged participants, particularly the smaller LSPs in the Orange and Green categories. These LSPs should carry out community based needs analysis to leverage funding for DA programmes such as CSPAH, Urban Outdoor Adventure Initiatives, and Volunteer Supports.

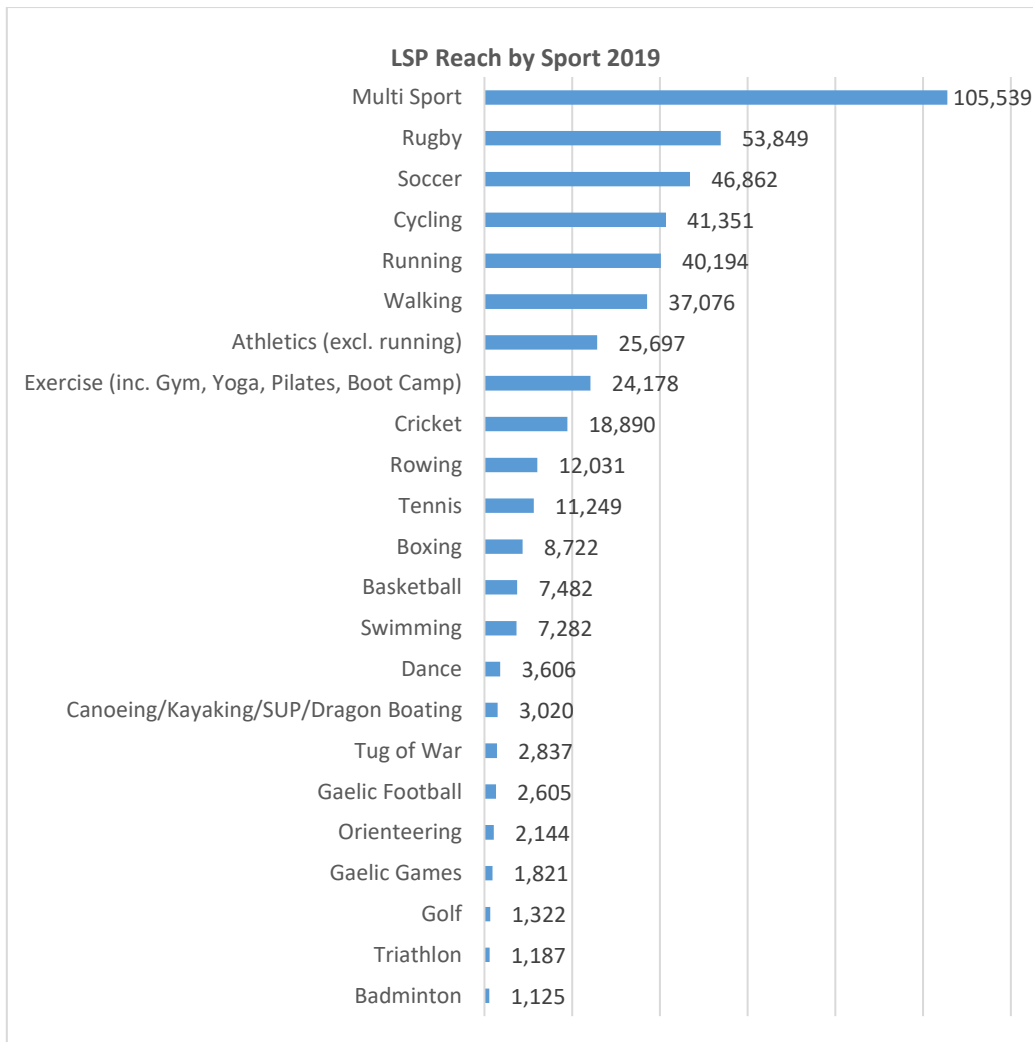
When working with groups of socio economic disadvantage LSPs should be aware of focusing on teenagers, older adults, ethnic minorities and people with a disability in these communities as they are the groups who are in need of most attention.

5.4 Most Prevalent Sports

The graphs below provide a high-level overview of the different initiatives delivered by LSPs and their total reach, as well as illustrating the numbers of participants engaged by LSPs through various sports. A LSPs aim is to provide supports to all sports, focusing particularly on minority and non-competitive sports. The graphs highlight that after multi-sport, mainstream, well-resourced sports, such as soccer and rugby have the highest reach of the LSP initiatives. LSPs should ensure that enough emphasis is being placed on the development of initiatives for individual, recreational and minority sports as well as the more established mainstream team sports. There is an opportunity for LSPs to examine their current participation initiatives and ensure there is sufficient diversity of opportunities for people of all ages, genders, backgrounds, abilities and interests. By reaching out to the NGBs of lesser engaged sports, LSPs can introduce initiatives into areas where people, under normal circumstances, may not be exposed to them. In places, this may provide scope for LSPs to reach out to large single sport clubs in their communities and work with them to provide opportunities for other sporting initiatives to foster multi sports clubs. Looking at the sports that LSPs used to engage participants in 2019, we can see that initiatives categorised under ‘multi-sport’ reached the greatest number of participants at 105,539, almost 23% of total LSP reach. Multi-sport clubs have been successful nationally and internationally in providing a diversity of participation opportunities at a community level and consequently engaging a large diversity of participants.

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5.5 Most Prevalent Programmes

There are a number of LSP initiatives that have reached large numbers of people and have had good success nationally. LSPs who have not engaged with these initiatives so far should consider taking advantage of the noteworthy nature of these initiatives and the national success they have had.

- *Operation Transformation* Initiatives reached 24,110 (5.2% of total reach) participants in 2019. The reach among LSPs here is reflective of the categorisation in this report, with the greatest number of participants reached on average by Grey category LSPs and the fewest reached by Green category LSPs. There is large variation within categories, for example, some LSPs in the Blue and Orange categories do not appear to have reached any participants. Either these figures have not been reported or LSPs did not deliver any Operation Transformation Initiatives. All LSPs should be delivering these initiatives and taking advantage of the high profile nature of the Operation Transformation brand.
- Bike Week Initiatives LSPs reached 22,616 participants (4.8% of total reach) in 2019 through *Bike Week* initiatives. All four LSP categories reported reaching a significant number of participants through these initiatives, with LSPs in the Grey category reaching the largest proportion. Again, the variation within categories is notable in terms of reach. Apart from the Grey category, all other categories consisted of LSPs that did not report any Bike Week initiatives. LSPs who reported no reach for these initiatives should aim to engage participants in such initiatives in the future by engaging with DTTAS to deliver Bike Week. There is scope

LSP Classification Legend



to collaborate with the Environment and Climate Change section within the Local Authority to assist on rolling out Bike Week initiatives due to its link with the promotion of sustainable transport methods.

- *Couch to 2.5k/3k/5k and 5k/10k+* initiatives, LSPs reached 16,502 participants in 2019 (3.5% of total reach). There was a wide variation within categories of the reach of LSPs through these initiatives. All categories contain LSPs who did not report reaching any participants through these initiatives. Due to the ease of access and priority nature of sports such as running and walking as laid out in the NSP and NPAP, those LSPs who reported no reach for these initiatives should aim to engage participants in such initiatives in the future.



LSP Classification Legend

- Grey Category (€420,000 +)
 - Orange Category (€266,900 - €374,999)
- Blue Category (€375,000 - €419,999)
 - Green Category (€0 - €266,899)

5.6 Summary of Actions

This chapter can be summarised into a number of key actions regarding LSP Programmes and Initiatives for both the LSPs and Sport Ireland to implement. See table below, which outlines each Action Lead along with Supporting Partners (if applicable).

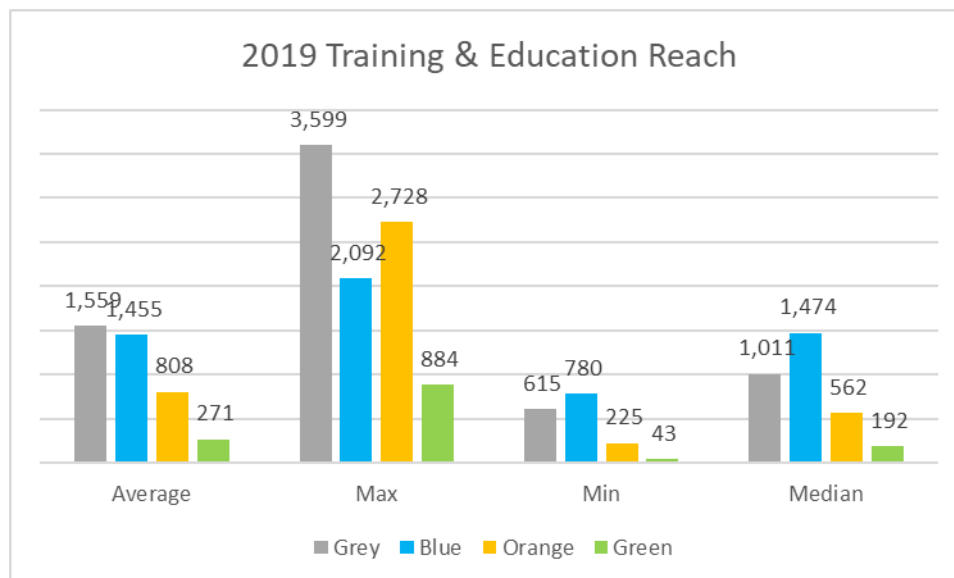
LSP Programmes and Initiatives			
No.	Action	Action Lead	Supporting Partners
17	Young People – LSP network to focus on secondary school aged children and increase engagement from 10% to 25% of total reach by building relationships and working closely with secondary schools and teachers, while linking with other partners such as NGBs.	LSPs	Sport Ireland, Department of Education
18	People with Disabilities – LSP network to increase engagement with people with a disability from 5% to 15% of total reach. Grow this reach by engaging further with Cara, Disability NGBs and Disability services and groups in their local area.	LSPs	Sport Ireland, CARA, Disability NGB, Disability Services
19	Older Adults – LSP network to increase engagement with older adults (55+) from 3% to 25% of total reach over the next four years, with a particular focus on older adults with a disability.	LSPs	GFL, Active Retirement Groups, Mens Shed
20	Women – LSPs to maintain their high levels of engagement with female participants with a particular focus on increasing the number of teenage girls, older women and women with a disability participating in LSP initiatives. LSPs to Engage with Sport Irelands Women in Sport Lead to promote and facilitate further women in sport initiatives and partnerships with NGBs. LSPs to share innovative women in sport initiatives across the network.	LSPs	Sport Ireland
21	Ethnic Minorities - Endeavour to engage with and provide an increase in participation opportunities for ethnic minorities.	LSPs	Direct Provision Centres, Traveller Organisations, and Groups representing ethnic minorities.
22	Socio-economic disadvantaged communities – LSP network to maintain high levels of engagement with socio economic disadvantage, currently 58% of total reach. LSPs with lower reach in socio economic disadvantage to carry out community based needs analysis to leverage funding for Dormant Accounts programmes such as Community Sport and Physical Activity Hubs, Urban Outdoor Adventure Initiatives, and Volunteer Supports. When working with groups of socio economic disadvantage LSPs should be aware of focusing on teenagers, older adults, ethnic minorities and people with a disability in these communities as they are the groups who are in need of most attention.	LSPs	Sport Ireland, Local Authorities
23	LSPs to increase focus on the development of initiatives for individual, recreational and minority sports across all target groups.	LSPs	Sport Ireland, NGBs.

LSP Classification Legend

■ Grey Category (€420,000 +)	■ Blue Category (€375,000 - €419,999)
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6 LSP Training and Education Courses

As per the HOA, part of the LSPs role is the development and management of training and education programmes. The development and roll out of these programmes are an important component in increasing participation levels within a community, by providing a range of important upskilling and training opportunities at local level for volunteers, coaches and administrators.



LSPs reached 29,991 participants through 399 Training and Education Initiatives in 2019. LSP reach through these initiatives is reflective of the classification in this report, with Grey category LSPs reaching the highest number of participants on average, and Green category LSPs reaching the lowest number. The majority of LSPs have reported on delivery of Youth Leadership, Disability Awareness Training, Disability Inclusion Training, and Autism in Sport Training. However, there is a large spread in terms of participant reach within each of the four LSP categories. As this spread occurs within categories, it is uncorrelated to the amount of investment LSPs receive. For example, Green category LSPs report reaching between 43 and 884 participants, while Orange category LSPs report reaching between 225 and 2,728 participants. LSPs that find themselves at the lower training uptake figures, should engage with Sport Ireland and their colleagues in other LSPs to understand how they can significantly increase their reach and uptake in training and education. They should also explore if there are potential barriers that are having an impact on training and education uptake and what opportunities exist to reduce these barriers and effectively increase awareness and building the capacity of volunteers, tutors and leaders at a local level.

Effective training and education communication and advertising needs to be explored and implemented by all LSPs and should be incorporated into future communication plans and social media guidelines.

6.1 NGB Training & Education

Of the 29,991 participants reached through Training and Education initiatives in 2019 by LSPs, 9,030 of these participants were reached through courses where an NGB was the primary delivery mechanism. This includes 3,976 participants reached through Coach/Instructor Training, 2,072 reached through Soccer Training & Education courses, 910 participants reached through Youth Leadership, and 701 participants reached through School based Training & Education.



Partnership working between LSPs and NGBs to deliver Training and Education is key to delivering on the targets set out in the NSP. In the NSP, one of the three high level goals outlined is ‘Improved Capacity’, which is described as follows:

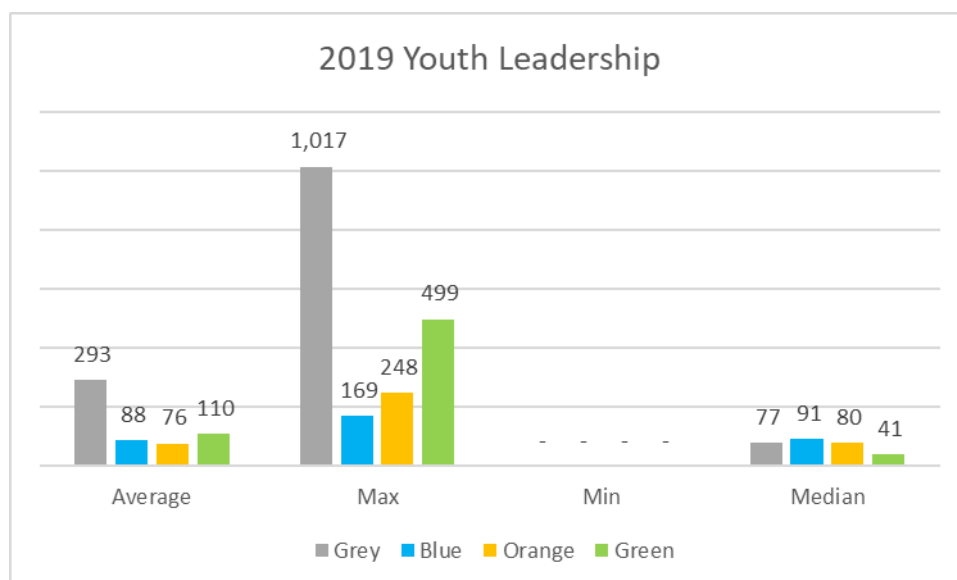
“We will have “fit for purpose” sport bodies (NGBs, LSPs and clubs) with strong leadership, ethics and governance at all levels, professionals and volunteers suitably trained and developed, and modernised working methods and systems. There will be greater levels of cooperation within and across sport, and between sport and other sectors, private and public. Furthermore, within this high level goal one of the Key Performance Indicators is: ‘Improved workforce capacity in the sporting sector’.”

The policy covers building capacity at length and outlines several key action areas to build capacity at individual, organisational and system levels.

One avenue where LSPs should be contributing to this target of improved capacity is through the Volunteer Supports initiative which aims to successfully identify and assist targeted individuals who are volunteering in disadvantaged communities or with people with disabilities to gain community sport and physical activity leadership skills e.g. as coaches, leaders, referees, committee members etc. Opportunities should be extended to support individuals who are under-represented at all levels of volunteering, including ethnic minorities, traveller and Roma, women and people with a disability.

6.2 Youth Leader or Youth Coach Training

All LSPs should be delivering some form of youth leader or coach training course to secondary school children in large numbers. LSPs should focus on youth leadership and coaching programmes that develop leadership skills, which can be applied to a variety of sports and/or recreational situations as well as contributing to the personal development of the young person. LSPs in the Grey and Green categories are on average attracting more uptake in youth leadership training than the other categories. In particular, the Green category, who receive less investment than Blue and Orange categories, are seeing more uptake in this training.



Youth leadership training provides young people with the opportunity to hone their skills in communication and leadership and boost their confidence in helping to lead others, providing them with a platform for lifelong volunteering. LSPs who are seeing low uptake numbers in this type of training need to place emphasis in ensuring effective communications means are employed to generate awareness of this training opportunity. Ensuring a cohort of dedicated youth volunteers

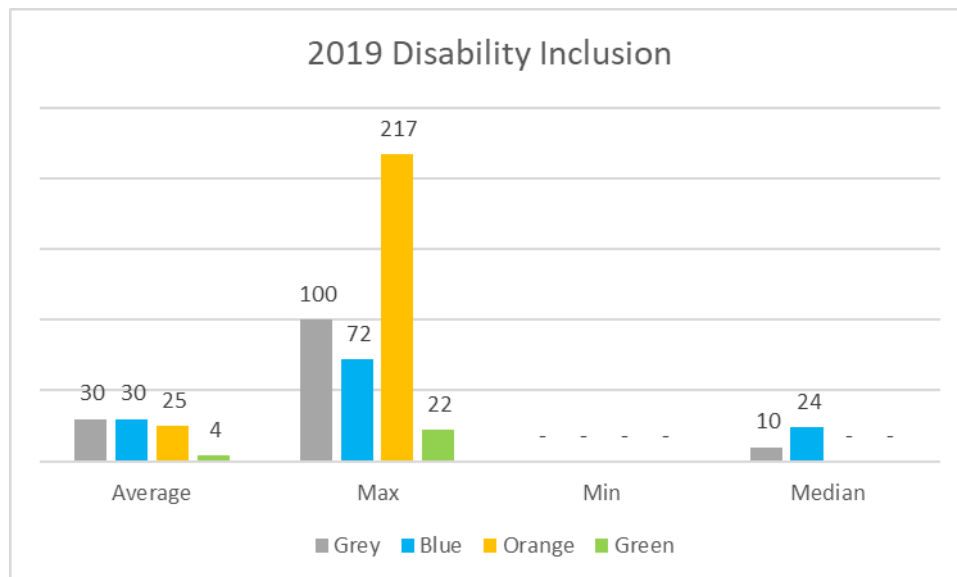


within the sporting realm is a key factor in encouraging participation. All LSPs should continue to work with schools, community groups and youth groups in order to identify opportunities to provide youth leadership training courses.

The Voluntary Inspired Participation (VIP) programme developed by Limerick LSP engages secondary school children and helps the LSP to ensure a consistent supply of high quality and highly motivated youth volunteers in the county. It was designed to enable TY students to develop their leadership capacities allowing them to become community leaders. The programme is of huge benefit for students, communities and the LSP.

6.3 Disability Awareness Training, Disability Inclusion Training and Autism in Sport Training

These training courses are important for supporting the provision of targeted opportunities, programmes, events and initiatives that increase physical activity and sport participation for people with disabilities. LSPs in both the Grey and Blue categories report delivering these training courses to a relatively significant number of participants. LSPs in the Orange category reported reaching a significant number of participants through Disability Awareness Training relative to other courses, however a number of LSPs in this category reported no participant reach for Autism in Sport or Disability Inclusion Training. Green category LSPs reached a significant number of participants through Autism in Sport relative to other courses, however a number of LSPs in this category reported no participant reach for Disability Awareness or Disability Inclusion courses. It is important that all LSPs promote the delivery of Disability Awareness, Disability Inclusion, and Autism in Sport Training where the demand exists in order to work toward reducing the gradient of fewer people with a disability participating in sport and physical activity.

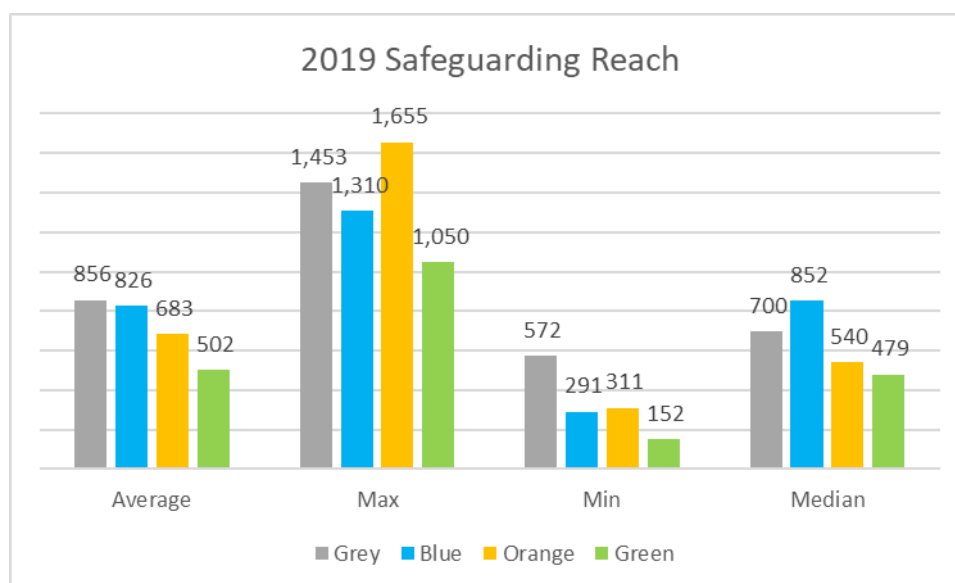


6.4 Safeguarding

All LSPs reported delivery of Safeguarding courses in 2019. LSPs supported 8,516 volunteers to complete Safeguarding 1 training across 559 workshops. Some 1,167 volunteers attended the follow-on Children’s Officer training across 85 workshops. In the rollout of Safeguarding 3, 715 participants received training for the role of Designated Liaison Person on 52 workshops organised by LSPs. There is a large spread of reach for Safeguarding courses, with the lowest reach of 152 participants reported



by a Green category LSP and the highest reach of 1,655 participants reported by an Orange category LSP.



LSPs have highlighted that the safeguarding course calendar could be more coordinated across the LSPs. They have suggested that a centralised safeguarding calendar could be developed across the network so that LSPs can direct people to appropriate courses in other counties, if there is not one taking place that suits a participant’s availability within their own county. This would also facilitate those who are located much closer to another LSPs delivery area, rather than having to travel to their own county LSPs delivery area. Online delivery of safeguarding training has been introduced by Sport Ireland and will allow safeguarding training to become even more accessible, meet the high demand and remove any geographical barriers.

6.5 Summary of Actions

This chapter can be summarised into a number of key actions regarding LSP Training and Education Courses for both the LSPs and Sport Ireland to implement. See table below, which outlines each Action Lead along with Supporting Partners (if applicable).

LSP Training and Education Courses			
No.	Action	Action Lead	Supporting Partners
24	LSPs that find themselves at the lower training and education figures, should engage with Sport Ireland and their colleagues in other LSPs to understand how they can significantly increase their reach and uptake in training and education.	LSPs	Sport Ireland
25	LSPs to increase activity in youth leader or youth coach training targeted at teenage children.	LSPs	Sport Ireland
26	All LSPs to increase delivery of disability awareness, inclusion and autism in sport training.	LSPs	Sport Ireland
27	Effective training and education communication and advertising to be implemented by all LSPs.	LSPs	Communications Working Group
28	Develop a comprehensive centralised safeguarding calendar for the LSP network to support the network in meeting demand for these courses.	LSPs	Sport Ireland

LSP Classification Legend



7 LSP Club and Community Development

7.1 Club/Community Supports

Community Sports Development has been identified as a strategic area of focus to grow sports participation, therefore it is encouraging to see these supports being offered to clubs and communities across the country. All LSPs should continue to build new relationships with clubs and communities while strengthening existing ones. As well as issuing grants and supporting groups with funding and delivery of activities, LSPs should aim to provide these partners with appropriate advice and support to further the goals and objectives of the LSP. LSPs can achieve this through delivering important information workshops in areas such as governance and grant applications.

In 2019, LSPs provided funding supports to 1,813 clubs and 387 community groups throughout the country. Sport Ireland invested €253,000 in Club and Community Development support across the LSP network through Core Funding in 2019. Under the LSP HOA, all LSPs are obliged to support the development and promotion of local sports clubs. Encouragingly, all LSPs reported providing clubs with funding supports in 2019. Many LSPs have a well-documented Club Grant Scheme on their website. Supporting clubs and community groups with grants can be an effective way to develop clubs and communities and build relationships. It is important that LSPs take a strategic approach to the club grant model, ensuring that the funds are used to further the goals and objectives of the LSP. Accountability in the expenditure of these grants is essential. LSPs should continue to ensure that funded clubs/groups complete grant reporting documents to demonstrate how these grants support increasing levels of physical activity for members of the local community.

In the various areas of club/community supports, there exists large spreads within LSP categories in terms of numbers of clubs/communities supported. For example, within the Orange category, one LSP reported supporting 14 clubs with funding while another LSP reported supporting 159 clubs. This represents more than an 11-fold increase in number of clubs supported between two organisations that receive similar levels of funding from Sport Ireland. Since 2001, different LSPs across the network have applied different strategies to engage and support clubs ranging from direct monetary support through club grant schemes to guidance and direction in setting up a new club. LSPs should focus their club supports on increasing active participation through club structures, which, could be delivered, in the form of increased club membership, community outreach or an increase in publically accessible participation events or programmes.

Building Positive Clubs is an example of a club initiative developed by Donegal LSP, based on a model originally created by Sport Scotland. This club development tool takes part over two sessions, three hours each and is delivered by a trained tutor. It explores club values and ethos to aid in creating a positive and fulfilling atmosphere where sport and physical activity can be fully enjoyed, rather than employing a checklist approach to club development. By helping clubs develop positive cultures LSPs can help them improve the club experience of existing members and recruit new members.

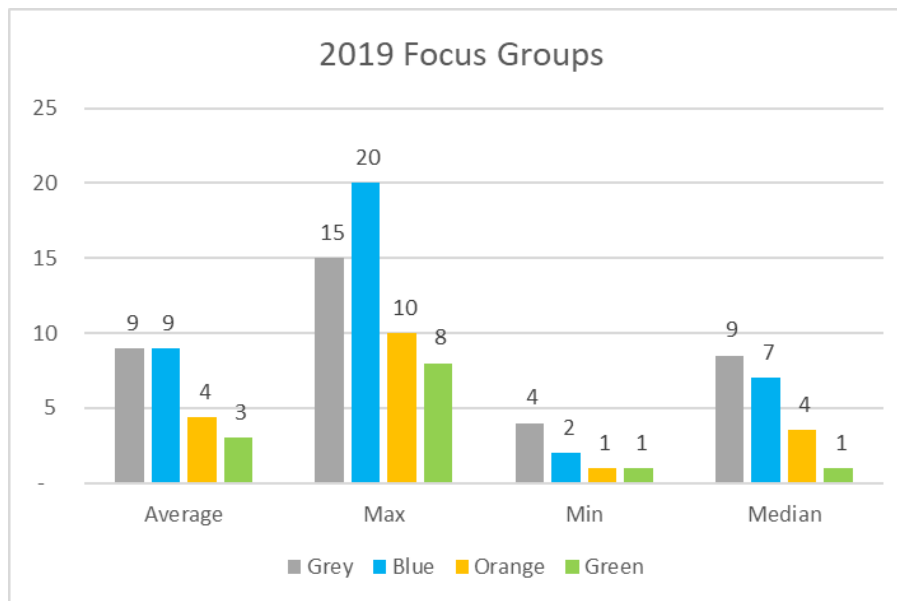
7.2 Community Engagement

Community engagement is a key piece of work for LSPs in the development of sport. Regular community engagement has a multitude of benefits such as; determining and removing the barriers to sports participation in the community among the general population and target groups, providing opportunities to progress and develop sporting skills and expertise, establishing links between schools, sports clubs and the wider community and encouraging a culture of sports inclusion. LSPs regularly consult with the local communities and groups that they currently work with and those that

LSP Classification Legend

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they intend to work with in the future. This can allow LSPs to evaluate and monitor the process and impact of their actions, as well as plan appropriately for future actions.



All LSP categories reported some engagement with communities and groups through needs analyses and focus groups. In the graph above, we can see that there is a lower number of focus groups held by the category orange and green LSPs, with some LSPs within those categories having held only one focus group in 2019. Community engagement is a key element of developing successful DA projects and the correlation between low levels of structured community engagement and low levels DA investment is worth noting for green and orange category LSPs.

Different groups of people within the sport and recreation community have different requirements. Identifying these groups and fostering inclusion allows focused development in specific areas within the community, resulting in the delivery of quality programmes that are aimed to increase and sustain sport participation. LSPs also reported sitting on a number of local networks/committees, ranging from six on average among LSPs in the Green category to thirteen on average among those LSPs in the Grey category. LSPs should identify opportunities to increase their community engagement to ensure sustainability in the development of programmes and initiatives while also helping to increase awareness of their role.

The Active Cork Communities initiative works at local level and builds sustainability within a community. The aim of the initiative is to increase participation levels in sport, exercise and physical activity through a coordinated delivery of programmes at community level.

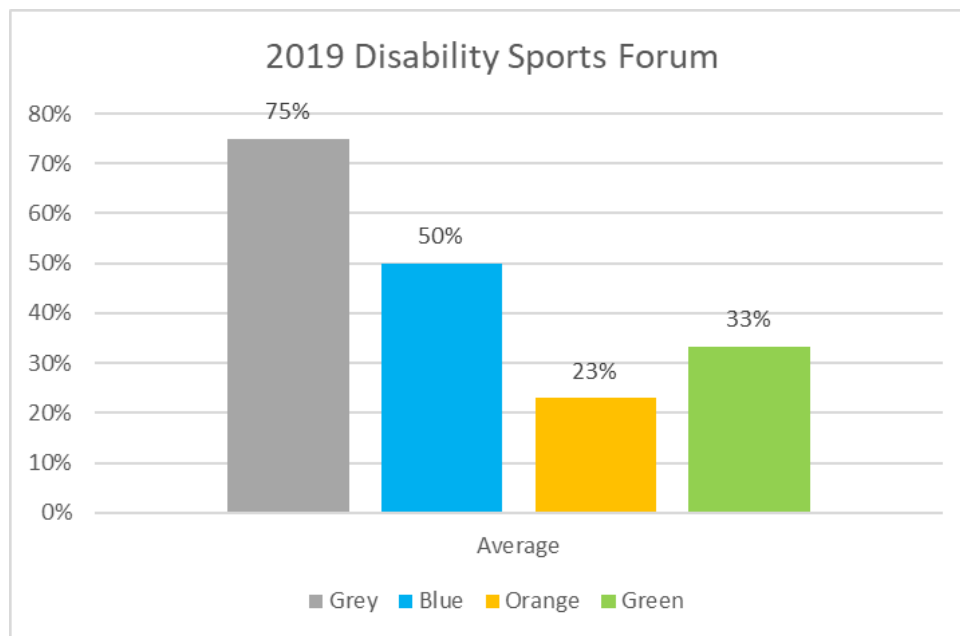
Sligo LSP develops written agreements with all their local partner organisations. The agreement outlines the role of the LSP and the role of the local organisation for a given initiative/event/task and is of huge benefit to the LSP. This leads to improved sustainability of partnerships and projects while setting out clear objectives for all partnerships.

7.3 Sports Fora

We see similar trends in Sports Fora with 75% of Grey category LSPs report having a Disability Sports Forum in place, while only 23% of Orange category LSPs report the same. Likewise 75% of Grey category LSPs reported having an 'Other' sports fora in place, while only 17% of Green category LSPs reported same. LSPs should endeavour to establish sports fora in their county to bring sports groups



and clubs together and build partnership around the respective counties. Establishing sports fora can support the work of the LSP in fostering relationships among relevant clubs, groups and organisations locally, and can increase the awareness of potential and existing opportunities in the space of sport and physical activity promotion. Further to this, LSPs are required under the HOA to hold a consultative forum regularly, as well as providing links between relevant bodies to promote and develop sport locally. Orange and Green category LSPs should pay particular focus on establishing and maintaining Sports Fora in their county.



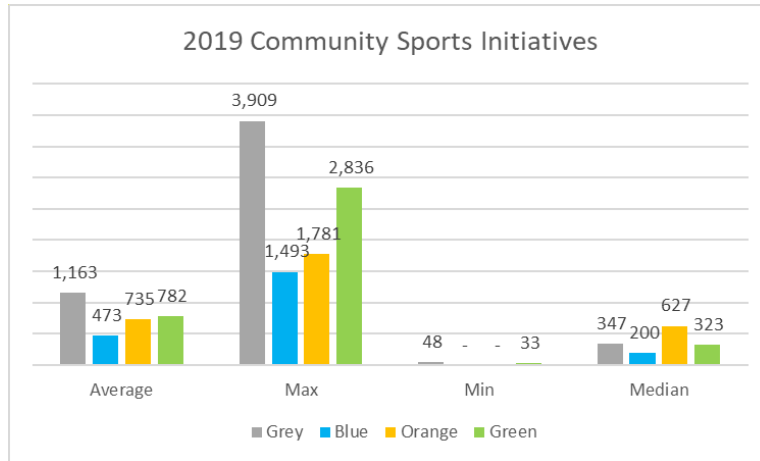
7.4 Community Based Initiatives

A community-based initiative is dedicated to improving the health and welfare of a given community through sport and physical activity. They seek to deal with and reduce the effect of social problems, in order to improve peoples' quality of life and aim to be rooted within and lead by the community. Due to the LSPs important position with the community, community based sporting initiatives are fundamental to their work of encouraging and developing sports participation in communities across Ireland. These initiatives are specified to deliver on targeted community needs and to overcome existing barriers to sporting participation.

LSPs reached 39,588 participants through Community Sports initiatives (8.5% of total reach). However, the graph below suggests that a number of LSPs in the Blue and Orange categories did not reach any people through community sports initiatives. Understanding the needs of the community allows for identification of priority areas of work and determines barriers to participation at a community level. To deliver effective community based initiatives, LSPs must undertake comprehensive community needs analysis to develop tailored solutions to tackle local barriers to participation and engage with target groups through creative and innovative means. As no two communities are the same, LSPs should not solely rely on established initiatives to increase participation, but take ownership to develop their own initiatives specific to the needs of the communities in their county.

LSP Classification Legend

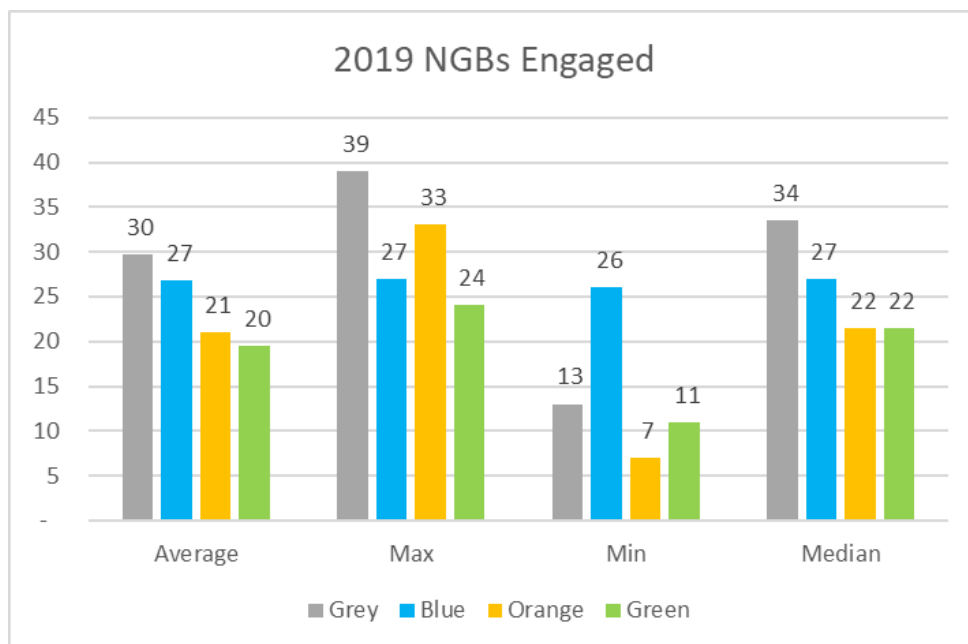
- Grey Category (€420,000 +)
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We understand that this graph cannot account for the fact that some LSPs, who have reported lower community reach data, may have succeeded in empowering communities to take ownership of initiatives and programmes themselves and therefore LSPs may no longer have access to the reach figures. There is a fine balance to be found between reaching large numbers of people, and empowering those people to take ownership of their own active lifestyles.

7.5 LSPs and NGBs

In order for LSPs to strengthen and enhance participation in sport throughout their delivery area, building strong partnerships with NGBs is a key piece of work.



The graph above shows that LSPs have engaged with a large range of NGBs in 2019. Grey category LSPs engaged with 30 NGBs on average while Green category LSPs engaged with 20 NGBs on average. While there are many NGBs and it may be difficult to engage with all of them, LSPs should continue to foster new relationships with NGBs while maintaining and strengthening existing ones. These relationships will enable LSPs to deliver and promote a wide range of sports and physical activity opportunities to clubs and communities. Developing strong partnerships with NGBs provides additional resources, accessibility, specialism and guidance for a wide variety of sports that ordinarily an LSP may not have the expertise to deliver. NGBs also aid in introducing minority sports and making

LSP Classification Legend



them more accessible to people and communities who under normal circumstances may not be exposed to them.

LSPs have developed unique ways to connect with NGBs at a local level with some holding NGB open days. LSPs have highlighted the importance of identifying the appropriate individuals within NGBs to develop partnerships through. There is scope to further improve the LSP NGB partnerships, as not all NGBs have been able to engage with LSPs locally and vice versa. Reasons for this include geographical locations and lack of staff within smaller LSPs and NGBs. Many NGBs do not have development officers or professional staff in place making it difficult to establish a sustainable connection. Sport Ireland aim to help bridge this gap by identifying a relevant contact with each NGB and sharing these contacts with the LSP network. During site visits, LSPs were interested in exploring collaborative funding opportunities, which NGBs could access through LSPs as well as mechanisms to improve links between NGBs, LSPs and Clubs.

7.6 Schools

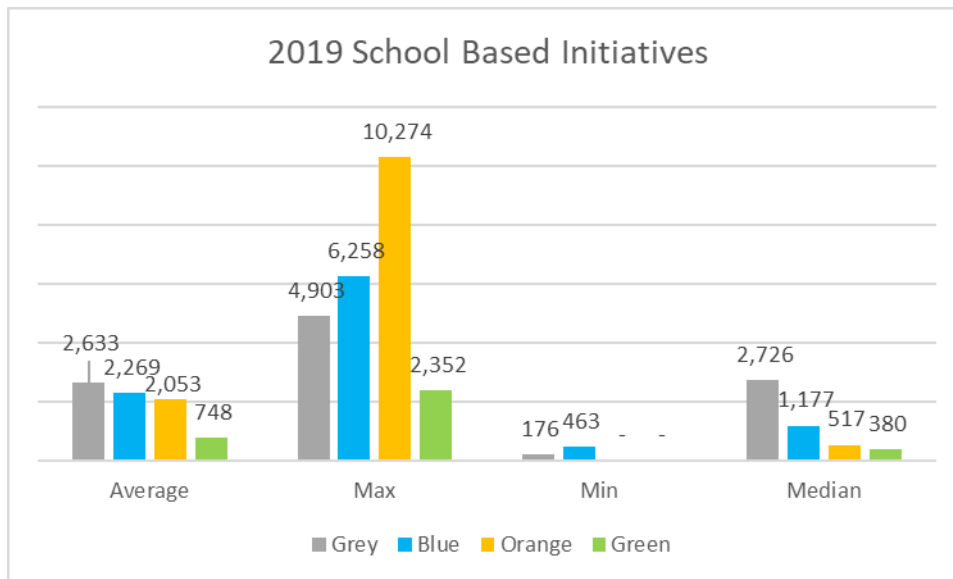
National and international research is conclusive that active kids do better. Linking with schools and teachers allows LSPs to create opportunities for children to be educated in an environment, which is conducive to being physically active. Children should experience a variety of sport and physical activity experiences from a young age, and build routines around participating in sport and physical activity, which will become lifelong habits. LSP work with schools should focus on supporting schools to develop physically active cultures and environments both during school time and before and after school. When LSPs engage with schools, they must be cautious not to displace the work of teachers and as such, LSPs should not be involved in the delivery of PE in schools. LSPs should however support whole school initiatives, which develop active educational cultures such as the Active School Flag, Daily Mile, School Hall Athletics and Be Active After School programmes.

Some specific initiatives targeting schoolchildren contributed greatly to LSP participant reach in 2019. LSPs reached 34,621 participants through School Rugby initiatives (7.4% of total reach), 33,368 participants through School Soccer initiatives (7.2% of total reach), 17,877 participants through School Cricket initiatives (3.8%), and 16,034 (3.4% of total reach) participants through School Sports Hall Athletics. As impressive as these figures are, LSPs need to ensure that they assist schools in developing a diversity of sports opportunities. In relation to these figures in particular, LSPs need to focus on supporting schools in the provision of recreational as well as competitive sports. This point is of particular importance when looking to increase engagement with teenagers.

These findings illustrate that LSPs are reaching a large number of participants through their collaborations with schools. However, there are a number of LSPs within the Orange and Green Categories that have not reached any children through school based initiatives. While this graph does not clarify whether these LSPs are engaging with schools in any capacity, it does highlight a gap in provision for these LSPs. All LSPs should support and engage with schools and teachers to activate young participants, while not displacing the work of teachers in PE. Of particular importance, is to continue to develop links between schools and NGBs, allowing children to have greater access to a wide variety of sports both in and out of school.

LSP Classification Legend

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Creating links with primary and secondary schools can be difficult and establishing a relationship with the right contact within schools is often challenging. Cork LSP ran an online competition for schools to take part to win sports gear, which provided them with the right contacts and an initial relationship with each school that entered. This competition model can be explored further to develop partnership contacts in other counties and with other agencies.

7.7 Optimising use of Local Sports Facilities

Appropriate management and sharing of facilities enables LSPs to support individuals, clubs and communities across their county to engage in sport and physical activity. LSPs should have a consultative role in relation to sports facility requirements in their areas. The LSP HOA requires LSPs to enter into arrangements for the better use of sports facilities, and also requires LSPs to establish clear priorities for the provision and improvement of sports facilities. The introduction of Local Sports Plans nationally will provide an opportunity for LSPs to strengthen their position and access the necessary GIS and planning resources, through partnership with the Local Authorities, to implement consistent local facility audits across the country.

7.8 Community Sport and Physical Activity Hubs

Community Sport and Physical Activity Hubs (CSPAHS) have been identified as an effective model to increase levels of participation in sport and physical activity in a community. The findings from the latest CSPAHS evaluation indicate that inputs and outputs have resulted in;

- Increased access to sport and physical activity opportunities, delivered in welcoming and safe environments to people that face multiple disadvantages;
- Improved links between local organisations;
- Enhancement in skills and capacities and, anecdotally;
- Improved health and social outcomes for people.

LSP Classification Legend



These outcomes align with the original goal for the CSPAHs and indicate that the CSPAHs are positive investments in local communities. Increased participation is best achieved when CSPAHs deliver on all four areas of the CSPAH framework:

1. Development and provision of participation pathways,
2. Supporting well-trained people,
3. Fostering strong organisations
4. Establishing quality facilities.

CSPAHs which have achieved success in multiple areas have seen better community engagement and, as an extension of that, better participation levels in sport and physical activity.

In spite of the uniqueness of every Hub, some critical success factors consistent across all Hubs were found. The role of the hub coordinator is crucial to the overall success of a hub. However, in acknowledging the time limited funding cycle of a hub, a key process characteristic for successful hubs is one that builds capacity by empowering the community to embed Hub management within partner organisations and local volunteers. Acknowledging the realities of staff turnover further highlights the need to empower and support the development of a number of community leaders to adopt the coordination of hub activity. This also allows hubs to develop leaders who can become the face of the hub, which is an important characteristic for success.

Another critical success factor was the investment of time and resources to identify local needs both at the outset and throughout the life of the hub. This engagement has been found to enhance the awareness of the hub and its activities, enhance participation and engagement, enhance community ownership, and shape and guide the management and operation of the hub.

Other important factors that were identified as contributing to the success of hubs include having a clearly identifiable site or hub location, a strong focus on training, capacity building and volunteer development, breaking down the barrier of lack of confidence and vulnerability, the presence of professional expertise, pushing for awareness and endorsement, consistency and creation of welcome and safe spaces, and creating the conditions to involve local organisations in management, marketing, promotion and delivery of hub activity.

To date 24 LSPs have established a total of 29 CSPAHs around the country. Four LSPs have not successfully established a CSPAH and of these, three are LSPs in the Green category, further highlighting the potential for these smaller LSPs to increase local funding over five years through DA CSPAH applications. It is important that all LSPs acknowledge the documented success of the CSPAH model. Those LSPs who have not yet established a CSPAH should look to identify appropriate communities, which might benefit from the establishment of a CSPAH. Appropriate community consultation and pre-development work should take place where necessary, and findings from CSPAH evaluations should be taken on board. All LSPs should aim to have at least one CSPAH established by 2022.

LSP Classification Legend

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|---|---------------------------------------|
| ■ Grey Category (€420,000 +) | ■ Blue Category (€375,000 - €419,999) |
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7.9 Summary of Actions

This chapter can be summarised into a number of key actions regarding LSP Club and Community Development for both the LSPs and Sport Ireland to implement. See table below, which outlines each Action Lead along with Supporting Partners (if applicable).

LSP Club and Community Development			
No.	Action	Action Lead	Supporting Partners
29	LSPs to focus their club supports on increasing active participation through club structures which could be delivered in the form of increased club membership, community outreach or an increase in publically accessible participation events or programmes.	LSPs	Sport Ireland
30	LSPs to maximise opportunities to increase their community engagement to ensure sustainability in the development of programmes and initiatives, while also helping to increase awareness of their role. Smaller LSPs to pay particular focus on increasing their levels of community engagement.	LSPs	
31	LSPs, smaller LSPs in particular, must take the time to undertake comprehensive community needs analysis to develop tailored solutions to tackle local barriers to participation and engage with target groups. This will improve their dormant account grant applications and lead to increased investment in the county.	LSPs	
32	LSPs should continue to foster new relationships with NGBs while maintaining and strengthening existing ones.	LSPs	NGBs
33	Sport Ireland to identify a relevant contact within each NGB (especially smaller NGBs) and share these with the LSP network.	Sport Ireland	LSP, NGBs
34	LSPs need to focus on supporting schools in the provision of recreational rather than competitive sports opportunities, especially for teenagers.	LSPs	Department of Education
35	LSPs to continue developing links between schools and NGBs, allowing children to have greater access to a wide variety of sports both in and out of school	LSPs	Department of Education
36	LSPs to use the development of Local Sports Plans as an opportunity to develop local facility audits in partnership with the Local Authority.	LSPs	Local Authorities
37	All LSPs should aim to have at least one CSPAH established by 2022	LSPs	Sport Ireland

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8 LSP Communications

8.1 Communication Plan

Under the LSP HOA, partnerships must complete and disseminate information on sports bodies, programmes, initiatives and facilities, promote local sports competitions, events, programmes, facilities and opportunities, and compile directories of sports bodies and facilities. This requires clear pathways and methods of communication. A strong opportunity exists for the LSP network to further promote the LSPs role in a community, highlighting their contribution to increasing participation in sport, and ensuring that local resources are being utilised to best effect.

There is a diversity of approaches to communications within the LSP network, with some LSPs utilising different means of communications more effectively than others do. Therefore, there is scope to develop a high-level communications plan for the LSP network to help shape the public narrative, streamline the communications process and ensure that all relevant information is distributed to the correct people in the right way, both within the network and externally. This communications plan would be a comprehensive, detailed, strategic planning document designed to guide the communications of the LSP network. Individual specific communication plans for each LSP would then exist exclusively in the context of the overarching plan. Sport Ireland will provide support to the LSP network to help coordinate the establishment of a communications working group to develop a high-level communications plan, resources, and guidelines.

8.2 Communication between Sport Ireland and LSPs

Continuous communication between Sport Ireland and the LSPs is critical to support the work of LSPs on the ground, and allows for evidence based investment decisions to continue shaping the development of sustainable programmes at a local level.

From a national level, there is a need for the LSP network to be kept up to date and informed of all the latest information from Sport Ireland. Feedback from site visits indicated that while the bi-annual national network meetings are well regarded, LSPs have a need for more frequent communication with Sport Ireland. The network specifically requested more frequent updates on the status of national projects and partnerships. In contrast, it was also noted that the volume of emails from Sport Ireland to the LSP network is high and there is a need to flag emails as being urgent, for noting etc. Sport Ireland have taken consideration of this and will aim to conduct quarterly strategic network meetings with the network either in person or virtually. There is also potential to host a number of open forum meetings between the LSP network and Sport Ireland to discuss the real and relevant issues that are being faced at a local level and learn from one another.

In recent years Sport Ireland has established a number of LSP Working Groups comprised of representatives of the LSP network and members of Sport Ireland who come together to achieve common goals/deliverables of the LSP network. These Working Groups are very successful and are delivering excellent work. LSPs noted that updates on the work of these Working Groups is not being communicated frequently enough to the entire network. The development of an Organisational Chart of the Working Groups, which would consist of all Working groups, their corresponding members, terms of reference and renewal date of each group, is going to be made available to the entire network. Minutes from working group meetings will be shared with all LSP coordinators to help keep them up to date on the work of these groups. This will improve the flow of communication and ensure full transparency between Sport Ireland and the LSP network as well as the flow of communication between LSPs at a local level.

LSP Classification Legend

■ Grey Category (€420,000 +)	■ Blue Category (€375,000 - €419,999)
■ Orange Category (€266,900 - €374,999)	■ Green Category (€0 - €266,899)

8.3 Communication within the LSP network

Individual LSPs have developed and delivered a multitude of innovative programmes and initiatives at a local level and have built strategic partnerships with organisations and communities within their remit. However, there is a limited communication and knowledge sharing within and across the LSP network. Developing proper channels of communication within the network will encourage a culture of collaboration, communication and knowledge building. Sport Ireland will endeavour to help develop a knowledge transfer system to facilitate an exchange of ideas across the network. This could potentially be through a Microsoft Teams Channel for the LSP network, which will encourage enriched communication and collaboration through features that will allow document sharing, online meetings and many more useful features for business communications. The onus will be on the LSP network to develop and ensure proper etiquette and usage of this system.

Optimising networking opportunities among the LSP staff will increase the sharing of knowledge, facilitate innovation and collaboration and help solve common challenges the network faces. LSP staff networking opportunities for CSDOs and SIDOs are appreciated in the network. Given that these meetings have been successful in getting LSP staff to network with each other and share ideas, there is scope to increase the number of such meetings each year, which can be facilitated by a mixture of physical and virtual meetings. Going forward, these meetings could also include administrative staff to share best practice. The NGB & LSP Networking days have yielded very positive feedback. To build on this, some LSPs suggested introducing a structured speed-networking event to ensure that they can interact with as many people as possible to make the most of the day. Operational plan meetings initiated by Sport Ireland in early 2019 were widely appreciated by the LSP network, Sport Ireland will explore repeating these operational plan meetings in future years.

8.4 Communication between LSPs and the Public

Communicating the LSP's purpose, accomplishments, operating environment and role in the development of sport in their county to the public is a critical component in achieving success. Done correctly, effective communication can increase participant engagement but also strengthen the LSPs public image with media, important stakeholders, communities and the wider public. However, it is apparent that the effectiveness of external communication approaches varies greatly between LSPs, and many LSPs recognise that it is crucial for them to build partnerships with media agencies and media ambassadors to expand communication and awareness of their work. The development of a high-level communications plan for the LSP network will include a full external communications protocol that will encourage LSPs to build on the vast range of tactics they use in order to convey information to the public and help LSPs develop their own external communication plan.

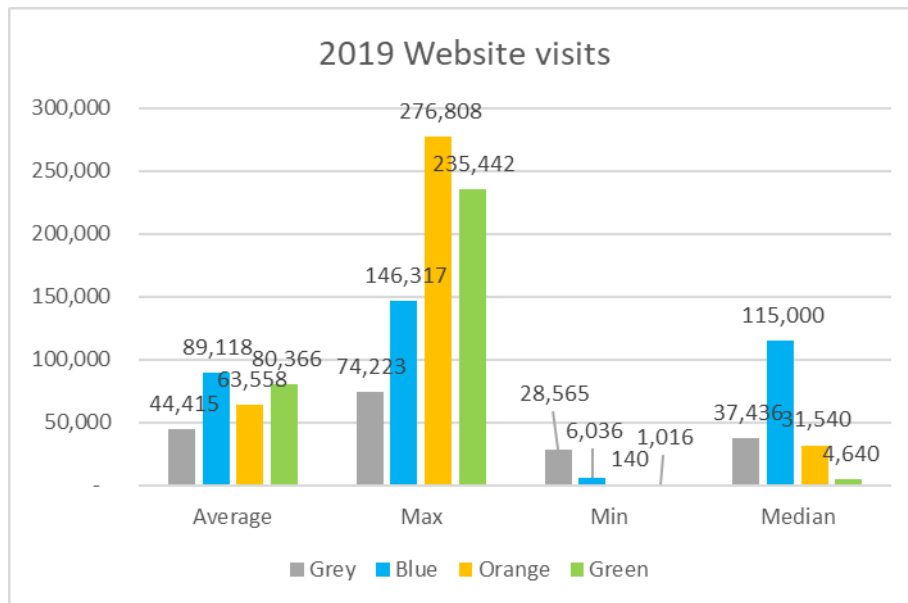
Encouragingly, the majority of LSPs appear to have a strong online presence through website, social media, email lists. LSPs from all categories reporting on the activity of their Facebook, Twitter and Instagram accounts. In order to utilise social media to the best of its ability, LSPs should explore the social media analytics generated on these platforms to provide hidden insights from social data – structured and unstructured – to enable informed decision making and tailor future posts and content to ensure they are reaching target audiences. LSPs from all categories also report significant use of text messages and local media. These mediums can be further leveraged to promote and communicate the message of the LSP, and LSPs should continue to use these mediums to engage with stakeholders.

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8.5 LSP Websites

A website is the perfect place to cultivate the public's interest in getting involved and exploring the work of the LSPs. LSP websites had 1,217,000 visits in 2019. It is notable however that the grey category LSPs, despite being the most resourced, are not achieving high traffic to their websites in comparison to the other categories. This could be due to a lack of updated content or underutilisation of the website itself. Ensuring a strong online presence through a website is important to creating engagement and it is important for all LSPs to populate their websites with the appropriate content to enable various stakeholders to capitalise on existing opportunities, activate existing resources and encourage more traffic to the website.



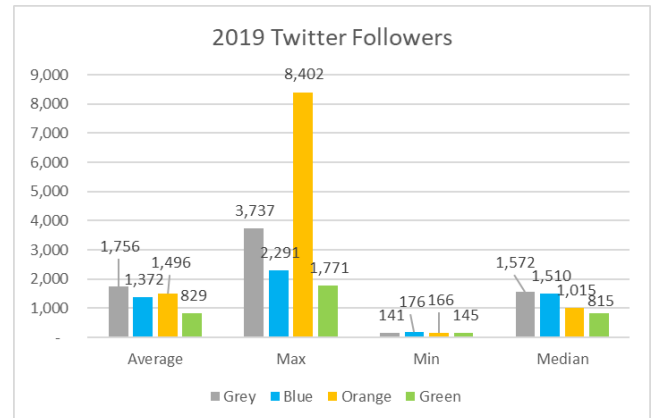
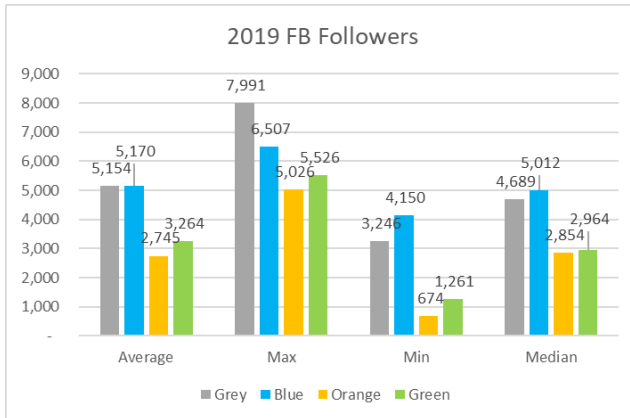
A number of resources appear to be well displayed on LSP websites. These include Calendars of Training Courses, Programmes, and Events, and a Directory of clubs. Other areas that need further attention include Directory of Facilities, Volunteer Supports, and Club Supports. Similarly, course/initiative descriptions should be in place for stakeholders and potential participants to be aware of existing and upcoming opportunities. Courses such as Safeguarding, Disability Inclusion Training and Go for Life are displayed on the majority of LSP websites. Other course/initiative descriptions that LSPs should display, if not doing so already, include Community Sport and Physical Activity Hub, Active Leadership, Youth Leadership, Disability Awareness Training, Active School Flag, European Week of Sport, Bike Week, Men on the Move, Operation Transformation and PALs Training. It is critical to ensure that LSPs review their website resources regularly and aim to provide information on all available programmes and initiatives in real time.

8.6 LSP Social Media

LSPs utilise social media platforms such as Facebook and Twitter to provide information, education and to facilitate opportunities to get active. Social media offers a cost effective solution, especially for those LSPs that typical have a limited budgets, to reach a wide audience to promote sports participation and the work of LSPs. While LSPs have gained a substantial number of followers on both Facebook and Twitter in all categories, this reach needs to be increased further support the use of social media as a viable promotion, communication and sponsorship tool for the LSP network.

LSP Classification Legend





Social media has the ability to go beyond creating awareness and promoting the organisation, it has the capability to activate partnerships, recruit volunteers and engage with potential new participants. In order to ensure a consistent and streamlined social media usage that supports organisational goals, LSPs in all categories should explore developing their own organisation specific best practice guidelines for social media usage. By planning content and messaging complemented with high quality imagery and evaluating engagement rates, these guidelines could have a direct effect on achieving organisational goals, grow social media following and capitalise on the benefits of social media. This will also help LSPs to improve on social media activity and interactivity.

Sport Ireland are aware of the barriers and challenges of utilising social media usage such as the lack of human resources and insufficient knowledge. While providing a separate role for social media managing is not feasible at present, upskilling staff already employed by the organisation in social media use could make the use of social media more effective and efficient. Sport Ireland will endeavour to provide more tailored opportunities for training in social media, particularly in emerging platforms such as Instagram.

8.7 LSP Newsletters

Newsletters can be a reliable and consistent source of information for potential and existing participants, partners and stakeholders. They can be an excellent way to promote the work of LSPs at a local and national level. The production of newsletters across the LSP network is inconsistent, with some LSPs producing monthly newsletters, others bi-monthly, some quarterly and some annually. A newsletters primary importance is maintaining reliable ongoing connections, which promote successes and opportunities. LSPs should endeavour to produce a digital newsletter on at least a quarterly basis to display their work and flagship projects that are being delivered in their area. This will also help strengthen the flow of communication between LSPs and further develop a culture of collaboration and internal communication within the network. With the LSP communications working group, Sport Ireland will explore the need to develop a standardised template for LSP newsletters to help streamline the process. The graph below outlines the number of newsletters written and produced by LSPs in 2019.

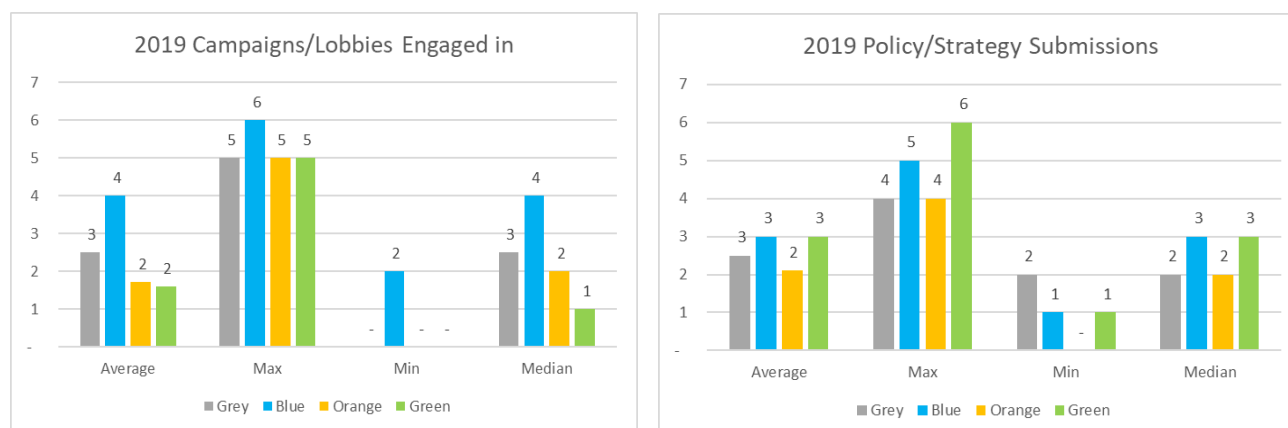
8.8 Advocacy

Supporting local causes, campaigns, lobbying and public activities can help in developing policies and practices, reform organisations, alter power relations, change attitudes and behaviours and give LSP project work a broader impact and help increase their public awareness. All categories reported engaging in a small number of campaigns/lobbies and policy/strategy submissions. However, as seen from the below graphs, some individual LSPs reported no engagement in these activities. Advocacy

LSP Classification Legend



demonstrates an organisations dedication, loyalty and passion for a cause and it provides many benefits for organisations. LSPs that are not currently engaging in any of these activities should take actions to increase their advocacy for sport, which will strengthen LSP's recognition in the sector and make their unified voice of advocacy stronger.



Similarly, all bands reported engaging in a small number of presentations to councillors and Local Authority staff. For Local authority LSPs particularly, more engagements with councillors and LA staff could provide particularly fruitful partnerships between different units within the local authority, resulting in more joined up thinking. Grey category LSPs reported presenting to a much greater number of 'other' partners/stakeholders, and community groups on average compared to other bands. It is important for LSPs to engage regularly with partners and stakeholders of influence in their locality and particularly to have a significant input into the focus of county development plans and other strategic local documents. Some LSP Coordinators have found better results in presenting at local municipal district meetings to deliver a more localised approach rather than county councillors. This has led to increased awareness of LSPs at a local level as well as improved advocacy and leadership at a local level.

8.9 Summary of Actions

This chapter can be summarised into a number of key actions regarding LSP Communications for both the LSPs and Sport Ireland to implement. See table below, which outlines each Action Lead along with Supporting Partners.

LSP Communications			
No.	Action	Action Lead	Supporting Partners
38	Sport Ireland to set up an LSP Communications Working Group with members of Sport Ireland and LSP Network	Sport Ireland	LSPs
39	Sport Ireland to develop a high-level communications plan with the LSP network to help shape the core narrative, streamline the communications process and ensure that all significant information is distributed to the correct people in the right way, both within the network and externally.	LSP Communications Working Group	LSPs, Sport Ireland
40	LSPs to develop individual communication plans by each LSP that would link to the broader LSP Communications Plan.	LSP Communications Working Group	LSPs
41	Sport Ireland to conduct quarterly strategic network meetings with the network either in person or virtually.	Sport Ireland	LSPs

LSP Classification Legend



42	Develop an Organisational Chart of the Working Groups consisting of all Working groups, their corresponding members, terms of reference and renewal date of each group to be made available to the entire network.	Sport Ireland	
43	Develop a knowledge transfer system to facilitate an exchange of ideas across the network, which will encourage enriched communication and collaboration through features that will allow document sharing, online meetings and other useful features for business communications.	Sport Ireland	LSPs
44	Increase the number of CSDO and SIDO networking meetings each year, facilitated by a mixture of physical and virtual meetings.	Sport Ireland	
45	Sport Ireland to test speed networking at LSP/NGB networking days.	Sport Ireland	
46	LSPs to review and update their website resources regularly and aim to provide information on all available programmes, initiatives and training opportunities in real time.	LSPs	LSP Communications Working Group
47	LSPs to develop organisation specific guidelines for social media promotion.	LSPs	LSP Communications Working Group, Sport Ireland
48	Sport Ireland to provide more tailored opportunities for training in social media for the LSP network.	Sport Ireland	
49	All LSPs to produce a digital newsletter on at least a quarterly basis to display their work and flagship projects that are being delivered in their area.	LSPs	LSP Communications Working Group
50	Develop a standardised template for LSP newsletters to help streamline the process.	Communications Working Group	Sport Ireland

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9 Conclusion and Summary of Actions

This report reinforces the fact that increasing sport and physical activity participation requires a multifaceted approach and relying on programmes alone may not be enough to increase county level participation. There are a number of important principles to adhere to that, when aligned, will help encourage maximum participation. These include; empowering communities through a bottom up approach; appropriate engagement with partner organisations and stakeholders; developing strong market campaigns and communication channels; improving on or making facilities more accessible; recruiting and providing highly skilled coaches and professionals; supporting clubs and community groups; providing activity opportunities through a variety of sports, encouraging local leaders and understanding the importance of peer-to-peer networking and learning. A summary of the 50 detailed actions arising from the insights of this report can be found in Appendix 1.

In consultation with the LSPs and informed by this report, Sport Ireland has developed a Sports Participation Plan. The Participation Plan establishes clear high-level goals, objectives and 50 actions for LSPs and other Sport Ireland funded bodies to deliver on. The plan will help to align goals across the LSPs with those of the NSP and Sport Ireland strategy and develop a continuity of practice, which will enhance the identity and purpose of LSPs. The plan will allow for increased sharing, collaboration, and learning between LSPs, while also ensuring increased consistency in the work and strategic direction of the network.

The Sport Ireland Participation Plan will also provide direction for the Local Sports Plans to be developed by Local Authorities in the coming years. Sport Ireland will work closely with the Department of Media, Tourism, Arts, Culture, Sport and the Gaeltacht as well as LSPs and NGBs in supporting and guiding Local Authorities in the development of Local Sports Plans.

The relationship between Sport Ireland and Local Authorities has been recognised as a particularly important area to focus on in the coming years. Sport Ireland plan to work more closely with Local Authorities, acknowledging the value and support they provide to sports development locally and to LSPs with BIK, monetary investment and other supports. Sport Ireland will also engage with Ireland Active, as well as IT and University Sport Departments to explore opportunities for further collaboration between LSPs and these organisations.

In delivering on the Participation Plan, Sport Ireland endeavours to develop strategic relationships at a national level that add value to those developed at a local level. Sport Ireland's national partners include the HSE, Department of Education and Skills, ETBs, the Local Government Management Agency (LGMA) and the County and City Management Association (CCMA), Department of Health, Department of Justice, Healthy Ireland and An Garda Síochána. It is recognised that the quality of these national partnerships influences the dynamic of LSP work locally.

The combination of local individual LSP activity reports with the insights and actions contained in this LSP Insights report will support each LSP in the development of informed operational plans and budgets tailored to the needs of their county and organisation. Guided by the Sports Participation Plan, the actions in this report provide the foundations for a strategic and coordinated delivery on the objectives on the National Sports Policy across Ireland through the full network of all 29 LSPs.

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Appendix 1: Summary of Actions

No.	Action	Action Lead	Supporting Partners
3. Finance and Investments			
1	All LSPs, but particularly smaller LSPs, to apply across multiple Dormant Account investments to maximise their local investment opportunities.	LSPs	Sport Ireland
2	LSP Coordinators in smaller LSPs, which have received increased investment and human resource in recent years, to now focus on developing and improving strategic partnerships, to advocate for the importance of sport and to secure increased local investment and benefit in kind.	LSP Coordinators	LSPs
3	LSPs that find themselves at the lower end of the local investment portfolio to make contact with their colleagues in other LSPs to understand how they manage to secure additional investments and benefit in kind.	LSP Coordinators	Other LSPs
4	LSPs with large cash balances to develop individual action plans to invest these funds over time in the development of sports participation opportunities in their county.	LSPs	Sport Ireland
4. LSP Governance and Management			
5	Individual LSPs to aim for a 60/40 gender balance on their boards/committees at a local level, while the network as whole should be aiming for a 50/50 gender balance.	LSPs	
6	LSPs to aim for board/committee representatives of people with a disability, ethnic minorities and communities of socio-economic disadvantage.	LSPs	
7	LSPs to review board/committee structure regularly in order to ensure a balanced representation between the statutory, community/voluntary, and sporting sectors.	LSPs	
8	Where possible LSPs to limit board/committee members to terms of six years with a maximum tenure of nine years in exceptional circumstances.	LSPs	Sport Ireland
9	LSPs to ensure that staff handbook, board/committee induction process, fixed asset register, risk register and Garda vetting policy are all in place by end of 2020 as well as anti-racism codes of practice, public relations and media policies, and equality of opportunity policies.	LSPs	
10	All LSPs to be governance code compliant by October 2021, in time for 2022 Grant Applications.	LSPs	
11	LSPs who wish to appoint staff to middle management must secure locally sourced investment to complement existing Sport Ireland salary investments.	LSPs	
12	Sport Ireland to correspond with Local Authorities to emphasise the sustainability of Sport Ireland funding and to explore the potential of co-funding future Sport Development Officer Positions.	Sport Ireland	Local Authorities

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13	Sport Ireland will support an LSP working group to explore the development of a national tutor database and additional tutor resources.	LSPs	Sport Ireland
14	Sport Ireland will work with national partners to centralise and streamline LSP reporting as much as possible.	Sport Ireland	HSE, Healthy Ireland
15	Sport Ireland to develop a Central Online Participant Registration System and an Online Grants Management System.	Sport Ireland	
16	LSPs to place emphasis on engaging regularly with partners and stakeholders of influence in their locality and particularly to have a significant input into the focus of county development plans and other strategic local documents.	LSPs	
5. LSP Programmes and Initiatives			
17	Young People – LSP network to focus on secondary school aged children and increase engagement from 10% to 25% of total reach by building relationships and working closely with secondary schools and teachers, while linking with other partners such as NGBs.	LSPs	Sport Ireland, Department of Education
18	People with Disabilities – LSP network to increase engagement with people with a disability from 5% to 15% of total reach. Grow this reach by engaging further with Cara, Disability NGBs and Disability services and groups in their local area.	LSPs	Sport Ireland, CARA, Disability NGB, Disability Services
19	Older Adults – LSP network to increase engagement with older adults (55+) from 3% to 25% of total reach over the next four years, with a particular focus on older adults with a disability.	LSPs	GFL, Active Retirement Groups, Mens Shed
20	Women – LSPs to maintain their high levels of engagement with female participants with a particular focus on increasing the number of teenage girls, older women and women with a disability participating in LSP initiatives. LSPs to Engage with Sport Irelands Women in Sport Lead to promote and facilitate further women in sport initiatives and partnerships with NGBs. LSPs to share innovative women in sport initiatives across the network.	LSPs	Sport Ireland
21	Ethnic Minorities - Endeavour to engage with and provide an increase in participation opportunities for ethnic minorities.	LSPs	Direct Provision Centres, Traveller Organisations, and Groups representing ethnic minorities.
22	Socio-economic disadvantaged communities – LSP network to maintain high levels of engagement with socio economic disadvantage, currently 58% of total reach. LSPs with lower reach in socio economic disadvantage to carry out community based needs analysis to leverage funding for Dormant Accounts programmes such as Community Sport and Physical Activity Hubs, Urban Outdoor Adventure Initiatives, and Volunteer Supports. When working with groups of socio economic disadvantage LSPs should be aware of focusing on teenagers, older adults, ethnic minorities and people with a disability in these communities as they are the groups who are in need of most attention.	LSPs	Sport Ireland, Local Authorities

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23	LSPs to increase focus on the development of initiatives for individual, recreational and minority sports across all target groups.	LSPs	Sport Ireland, NGBs.
6. LSP Training and Education Courses			
24	LSPs that find themselves at the lower training and education figures, should engage with Sport Ireland and their colleagues in other LSPs to understand how they can significantly increase their reach and uptake in training and education.	LSPs	Sport Ireland
25	LSPs to increase activity in youth leader or youth coach training targeted at teenage children.	LSPs	Sport Ireland
26	All LSPs to increase delivery of disability awareness, inclusion and autism in sport training.	LSPs	Sport Ireland
27	Effective training and education communication and advertising to be implemented by all LSPs.	LSPs	Communications Working Group
28	Develop a comprehensive centralised safeguarding calendar for the LSP network to support the network in meeting demand for these courses.	LSPs	Sport Ireland
7. Club and Community Development			
29	LSPs to focus their club supports on increasing active participation through club structures which could be delivered in the form of increased club membership, community outreach or an increase in publically accessible participation events or programmes.	LSPs	Sport Ireland
30	LSPs to maximise opportunities to increase their community engagement to ensure sustainability in the development of programmes and initiatives, while also helping to increase awareness of their role. Smaller LSPs to pay particular focus on increasing their levels of community engagement.	LSPs	
31	LSPs, smaller LSPs in particular, must take the time to undertake comprehensive community needs analysis to develop tailored solutions to tackle local barriers to participation and engage with target groups. This will improve their dormant account grant applications and lead to increased investment in the county.	LSPs	
32	LSPs should continue to foster new relationships with NGBs while maintaining and strengthening existing ones.	LSPs	NGBs
33	Sport Ireland to identify a relevant contact within each NGB (especially smaller NGBs) and share these with the LSP network.	Sport Ireland	LSPs, NGBs
34	LSPs need to focus on supporting schools in the provision of recreational rather than competitive sports opportunities, especially for teenagers.	LSPs	Department of Education
35	LSPs to continue developing links between schools and NGBs, allowing children to have greater access to a wide variety of sports both in and out of school	LSPs	Department of Education
36	LSPs to use the development of Local Sports Plans as an opportunity to develop local facility audits in partnership with the Local Authority.	LSPs	Local Authorities
37	All LSPs should aim to have at least one CSPAH established by 2022	LSPs	Sport Ireland

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40	LSPs to develop individual communication plans by each LSP that would link to the broader LSP Communications Plan.	LSP Communications Working Group	LSPs
41	Sport Ireland to conduct quarterly strategic network meetings with the network either in person or virtually.	Sport Ireland	LSPs
42	Develop an Organisational Chart of the Working Groups consisting of all Working groups, their corresponding members, terms of reference and renewal date of each group to be made available to the entire network.	Sport Ireland	
43	Develop a knowledge transfer system to facilitate an exchange of ideas across the network, which will encourage enriched communication and collaboration through features that will allow document sharing, online meetings and other useful features for business communications.	Sport Ireland	LSPs
44	Increase the number of CSDO and SIDO networking meetings each year, facilitated by a mixture of physical and virtual meetings.	Sport Ireland	
45	Sport Ireland to test speed networking at LSP/NGB networking days.	Sport Ireland	
46	LSPs to review and update their website resources regularly and aim to provide information on all available programmes, initiatives and training opportunities in real time.	LSPs	Communications Working Group
47	LSPs to develop organisation specific guidelines for social media promotion.	LSPs	Communications Working Group, Sport Ireland
48	Sport Ireland to provide more tailored opportunities for training in social media for the LSP network.	Sport Ireland	
49	All LSPs to produce a digital newsletter on at least a quarterly basis to display their work and flagship projects that are being delivered in their area.	LSPs	Communications Working Group
50	Develop a standardised template for LSP newsletters to help streamline the process.	Communications Working Group	Sport Ireland

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Appendix 2: Site Visit Interview Questionnaire

Developmental Review - Semi structured Interview Qs				
Area	QUESTIONS	Staff	Co-ordinator	Board/committee Member
1 - Governance	What role do the board/committee play in budgeting, operational planning and grant applications at the start of the year?		Co-ordinator	Board/committee Member
1 - Governance	When was the last review of the operational plan in comparison to the strategy? Is your strategy in date?		Co-ordinator	Board/committee Member
1 - Governance	How does the board/committee monitor the work of the co-ordinator?		Co-ordinator	Board/committee Member
1 - Governance	What is the board/committees role in financial oversight? How do you report financial activities of the LSP to the LSP Board/committee?		Co-ordinator	Board/committee Member
1 - Governance	Can you explain how you think the board/committee is functioning at the moment?			Board/committee Member
1 - Governance	How does the board/committee influence the areas the LSP should focus on?			Board/committee Member
2 - Processes	How would you describe the LSP's role and function to increase participation in sport and physical activity?	Staff		
2 - Processes	Can you run me through the process of designing an initiative for the LSP (the target group, choosing the activities, how long it will last, how you select partners, how plan to exit the programme, maximise sustainability?)	Staff		
2 - Processes	What kind of facilities to you use for your initiatives?			
2 - Processes	When you are working with children, is it during school time or after school? Approximate %	Staff		
2 - Processes	Do you use school facilities for initiatives outside school time?	Staff		
2 - Processes	How do you think the current composition of the			Board/committee Member

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	Board/committee is of benefit to the LSP?			
2 - Processes	How often does the board/committee carry out a self-review with regard to skills / competencies/supports?			Board/committee Member
2 - Processes	How does the board/committee ensure that adequate financial resources are in place for the LSP into the future?			Board/committee Member
3 - Development	What do you have in place for supporting club development?		Co-ordinator	
3 - Development	What do you have in place for supporting volunteer development?		Co-ordinator	
3 - Development	Is enough being done to support clubs, leaders and volunteers? If not what would 'enough' look like? What impact would it have?	Staff		
3 - Development	Talk me through a sport development process in a disadvantaged community?	Staff		
3 - Development	What do you think of the impact of the LSPs work to date? Is the impact sustainable?	Staff		
3 - Development	What makes an initiative sustainable? Talk me through the process of making initiatives sustainable.	Staff		
3 - Development	Can you outline your understanding of the Co-ordinator's role?			Board/committee Member
3 - Development	What impact / difference do you think the LSP has made to sport and physical activity participation in the county?			Board/committee Member
4 - Marketing	Do you think the LSP has widespread visibility in the wider community? If not, why? Should it?	Staff		Board/committee Member
4 - Marketing	Do you think the work of the LSP is understood in the wider community? If yes, can you give examples of this?	Staff		
4 - Marketing	How do you promote the work of the LSP?		Co-ordinator	

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4 - Marketing	How do you recruit participants for your initiatives? How do they hear about you?	Staff		
4 - Marketing	Is promotion an issue? Why? What would improve promotion achieve?	Staff		
5 - Evaluation	Do you have a method of keeping track of participants on programmes, events and / or training? Are there systems in place to record attendance / track long-term engagement, new or repeat participant?)		Co-ordinator	
5 - Evaluation	If yes, how is this recorded? (level of details, gender age profile etc.)		Co-ordinator	
5 - Evaluation	Can I see a copy of the form/database you collect this info on?		Co-ordinator	
6 - Conclusion	Have you read the NSP, if yes what do you think of it? Do you think it will impact your work? How?	Staff	Co-ordinator	Board/committee Member
6 - Conclusion	What are three most impactful things you will do this year?	Staff	Co-ordinator	Board/committee Member
6 - Conclusion	Are there any areas you feel the LSP could improve on or that could work better?	Staff	Co-ordinator	Board/committee Member
6 - Conclusion	Are there any areas you feel the Sport Ireland could improve on or that could work better?	Staff	Co-ordinator	Board/committee Member

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