

# STRATEGIC PLAN

Mayo Sports Partnership



Comhpháirtíocht Spóirt Mhaigh Eo

— SPORT IRELAND —



SPORT IRELAND  
LOCAL SPORTS PARTNERSHIPS

2017-2021



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## INTRODUCTION

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The Mayo Local Sport Partnership Strategic Plan for 2017 to 2021 maps out our vision and actions for the next five years.

“*Sport means all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels.*”

Council of Europe's Sports Charter (1992)

## MESSAGE FROM **Cllr. Richard Finn**, *Caitheoirleach Mayo County Council*

As Chairman of Mayo County Council I am delighted to present the 3<sup>rd</sup> Strategic Plan of Mayo Sports Partnership 2017-2021. This plan builds on the huge success of the previous two plans with the objective of increasing participation in sport and physical activity in the county.

Mayo is a county which has tremendous co-operation and collaboration in all facets of life and sport is no exception in this regard. The development of outdoor recreation facilities such as greenways, walks, multi use games areas and recreational parks by Mayo County Council has along with Sports Partnership led programmes, led to massive increases in participation.

As someone who has a keen interest in sport I have seen how it plays a massive role in improving peoples physical and mental health while also providing opportunities to connect with people socially, this is hugely important in rural counties such as Mayo.

On behalf of Mayo County Council I would like to thank John Treacy and all in Sport Ireland for their unwavering support of the Sports Partnership especially in the economically challenging times we have recently faced. Our own CEO Peter Hynes and Director of Services Joanne Grehan have also made Mayo County Council resources / services available to the Partnership allowing them to deliver quality programmes. Also to Sports Co-ordinator Charlie Lambert his staff of Anne Ronayne, Ray Mc Namara and Padraic Durcan congratulations on all your hard work and best of luck in the future.

Go n-éirí an t-ádh libh go léir.

*Cllr Richard Finn*





## MESSAGE FROM **John Treacy**, *CEO Sport Ireland*

Sport Ireland has always placed a particular emphasis on ensuring sport is progressive and attracts participants from every corner of Ireland, from every age group and from all social backgrounds. This is a fundamental principle of the Local Sports Partnership network which aims to remove any barrier that prevents participation in sport.

Mayo Sports Partnership undertakes a wide range of actions with the aim of increasing participation rates in its local communities. This strategy builds on the excellent work achieved to date and clearly defines the role of the partnership in encouraging activity for all.

As with all strategic planning processes, the published document is simply the final phase and it is the consultation, evaluation and debate carried out during the process which gives life and value to this strategy. It is a culmination of the work of several partner agencies striving to create a more active local population.

I would like to thank all those who contributed to the strategy process, in particular the staff and Board of Mayo Sports Partnership. I would also like to thank everybody involved in Mayo Sports Partnership for their continued excellent work and I wish them all the best for the future.

*John Treacy*



## MESSAGE FROM **Cllr. Brendan Mulroy**, *Chairman of Mayo Sports Partnership*

As Chairman of Mayo Sports Partnership I am delighted to present our third strategic plan covering 2017 to 2021. This plan has been developed following a considerable amount of review, planning and consultation with many different statutory agencies, sporting and community organisations. It aims to capitalise on the extensive work completed to date and has at its core a vision to have "More people enjoying more Sports".

Involvement in sport can bring many benefits including personal enjoyment and growth, better physical and mental health and leads to more social integration and change. Recent research trends are showing that more people throughout Ireland are engaging in more physical activity with Mayo and Sligo the only two counties in Ireland to have more women participating in sport than men.

I would like to thank all our partners, board members and staff of Mayo Sports Partnership for their incredible contribution towards our great achievements to date. I look forward to the successful implementation of this strategy led by our skilled co-ordinator Charlie Lambert with our able and committed staff Anne Ronayne, Ray Mc Namara Padraic Durcan and our dedicated team of tutors / leaders who deliver countless programmes on the ground.

Finally, I thank Sport Ireland and Mayo County Council for their invaluable contribution and look forward to their continued support and assistance to Mayo Sports Partnership for this next phase

*Cllr Brendan Mulroy*



## MESSAGE FROM **Charlie Lambert**, *Co-ordinator Mayo Sports Partnership*

I welcome the publication of our third strategic plan 'More people enjoying more sports'. While the plan outlines the many functions and priorities of Mayo Sports Partnership, our commitment to increasing participation in sport and physical activity remains the key outcome sought from this strategy. We want to continue to provide quality participation opportunities which are inclusive of people of all ages, fitness levels and sporting abilities. In doing this we hope to support people in living a positive, healthy and balanced lifestyle. This strategy has been developed through an extensive consultation process with many organisations and individuals informing the development of the plan. It also takes into consideration the recently developed local and national policies such as the Local Community and Economic Plan and National Physical Activity Plan. The strategy emphasises the need to consolidate many of the existing and highly successful projects of MSP while also continuing to develop our monitoring and evaluation framework. Since 2004 we have worked closely with sporting clubs, communities and organisations in Mayo where volunteers have been at the heart of developing positive participation opportunities for all. We greatly value the contribution of volunteers and I would like to take this opportunity to publically thank them for all they do for sport in our county.

Mayo Sports Partnership could not operate without the support of local agencies and partners who have helped us to deliver hundreds of programmes over the last 10 years or so. The impact these programmes are having on the quality of life for many people is evident through the recognition of their success with national awards.

I would like to acknowledge the support of our board members for their strategic direction and in assisting with many programmes and events. To John Treacy and all in Sport Ireland massive thanks for their guidance and help since our establishment in 2004. Also to Mayo County Council Chief Executive Peter Hynes and Director of Services Joanne Grehan for their recognition that sport can play a huge part in developing a better quality of life in the county. The contribution of our former Junior Minister for Sport Michael Ring should also not be underestimated and indeed when challenging times were upon us Minister Ring saw the value of the Sports Partnership and the difference it was making in communities. Thank you Minister Ring.

Finally I would like to acknowledge the outstanding drive and commitment of the MSP staff Anne Ronayne, Ray Mc Namara and Padraic Durcan in their everyday work and the development of the plan.

Mayo Sports Partnership looks forward to working with the people of Mayo in continuing to make this county a great place to live

*Charlie Lambert*



## EXECUTIVE SUMMARY

Sport Ireland, as Mayo Local Sport Partnership's (MLSP), national partner organisation body has identified the functions and roles of Local Sport Partnerships as sharing information, providing local sports education, increasing participation in sport and ensuring that local resources are used to best effect.

Our key responsibility is to increase the range of opportunities for people to engage with and continue to take part in sports and physical activity. While we work with all sports and support all members of the County Mayo community, we are particularly interested in recreational sport and supporting the following 'target groups' participation:

- People with a disability
- Women and girls
- The Unemployed
- Ethnic groups
- The older person.

Since 2005 we have secured €7 million to support sports development and participation in County Mayo and we have applied these resources to support 770 programmes and over 106,000 participation opportunities.

Prior to the development of this strategic plan a consultation and review process was undertaken to evaluate our actions to-date and guide our future direction. It was apparent from this review and consultation that the MLSP is connected and responsive to local needs and that it is effective in its actions.



The strategic approaches taken by the MLSP are consistent with best practise in particular we:

- advocate for the needs of its different communities, especially its target groups and the socially excluded;
- capacity build communities so that they can be self-sustaining in their provision of sports and physical activity for all of the community;
- respond to the needs of the different cultures within the County;
- increase the range and locations of participation opportunities.

However, the size of the county, the ever-changing participation trends, the need for sustainable programmes and our limited resources are some of the challenges facing the MLSP. The future for the MLSP is one of considerable continuity and also some 'transformative change'. MLSP must build on its progress, in particular its programing, relationship management and community focus, while avoiding taking on too many responsibilities.

In addition to this review and consultation process, the aspirations of our strategic plan are also guided by a range of County and National strategies such as Healthy Ireland, the Mayo Local Economic and Community Plan, the Sports Inclusion Development Programme and others.

MLSP works in partnership with a variety of state agencies, local communities, National Governing Bodies of sports and their local clubs. This respectful partnership approach is at the



core of our way of thinking and through partnerships we support those in our community who are best positioned to provide sports opportunities. Where there are gaps in sports provision we will step-in and provide direct support however our preference is always to build up the capacity of others as it is the communities, clubs and schools who have the best knowledge of their communities.

MLSP unfortunately does not have limitless resources and so we are unable to back every sports participation opportunity. We will support those opportunities which are within our resources and then, when the time is appropriate, we enable others to carry on the work of the specific programme so that we can refocus on new initiatives.

MLSP is fortunate in having the oversight, vision and governance of our voluntary Board which is representative of local and national agencies as well as local community and sports representatives. Equally our staff have consistently demonstrated a vision and dedication to the work of the partnership and they are the engines that have delivered on our previous strategies.

This new strategy is structured around four key pillars:

1. Participation and Location: enabling and delivering programmes, supporting people and our local partners.
2. Strengthening Play: providing direction and growth opportunities for our local sport shapers, the volunteer sport-makers and the sports participation places.
3. Insight and Influence: Providing information about sports development and participation opportunities, supporting sport participation partnerships and sharing communications amongst the sports providers, participants and potential participants in our county.
4. Perform: continuing to attract and manage our resources in an effective and transparent manner.

We look forward to the next five years of working with our sports partners and participants.



## PARTNERS & BOARD

The Mayo Local Sports Partnership Board which comprises elected volunteers from the community, sports organisations and agencies, directs and has oversight of the Partnership. This Board is an important connection between the MLSP and the various organisations and sectors of the County Mayo community and it provides an important strategic forum for the development of recreational sport in the County.

The table on the right outlines the current partner organisations and members of the MLSP Board.



Brendan Mulroy	Mayo County Councillor and Chairman
Henry Kenny	Mayo County Councillor
Thelma Birrane	Health Service Executive
Anna Connor	Walking Officer Mayo County Council
Breda Ruane	Mayo, Sligo and Leitrim Education and Training Board
Siofra Kilcullen	Mayo County Council Community and Enterprise
Nigel Jennings	G.M.I.T.
Paul Butler	Mayo Education Centre
Sean O Coistealbha	Udaras na Gaeltachta
Siobhan Carroll Webb	North East Leader Partnership
Catherine Mc Cluskey	South West Mayo Development Company
Tony O Boyle	Mayo Mental Health
James Larkin, Liz Murphy, Brian Mescal Michael Fahy, Paddy Mc Nicholas.	Sports Forum
Sean Molloy	Community Engagement Network

## MAYO SPORTS PARTNERSHIP STAFF

Mayo Sports Partnership are involved in facilitating and co-ordinating a number of targeted programmes, projects and initiatives at local level. Target groups include Disadvantaged, Youth at Risk, People with a Disability, Teenage Girls / Women, Older People, ethnic minorities and Unemployed. Without a professional and dedicated team the level of participation and achievements obtained over the last 10 years or so would not have been possible. The Sports Partnership office is managed by Sports Co-ordinator Charlie Lambert and also contains, Sports Inclusion Development Officer Ray Mc Namara, Community Sports Development Worker Anne Ronayne and Administrator Padraic Durcan. A team of up to 30 tutors deliver training and participation programmes such as Safeguarding, Active Leadership, First Aid, Sports Coaching, Men on the Move, Couch to 5K, Get Ireland Walking etc. on behalf of the Partnership.



**Sports Co-ordinator**  
Charlie Lambert



**Community Sports  
Development Officer**  
Anne Ronayne



**Sports Inclusion  
Development Officer**  
Ray Mc Namara



**Office Administrator**  
Padraic Durcan



Mayo Sports Partnership National Winner of the Community & Council LAMA Awards 2017, Health & Wellbeing Category, for the Men on the Move Physical Activity Programme





# THE IMPACT OF THE MAYO LOCAL SPORTS PARTNERSHIP SINCE 2005

Adult Participation  
**300**  
Programmes with  
**37,052**  
participants

Women's Participation  
**62** Programmes with  
**34,526** participants



Child Protection in Sport  
**2,868** Sports Volunteers  
trained in **195** Child  
Protection in Sport Courses



**257** Children's Officers in  
**20** courses from **154** clubs



Coaching Volunteers and Clubs  
**110** Goal to Work Sports  
Coaches trained since 2010



**3521** volunteers attended  
**189** training and education  
courses



**580**  
Sports Clubs  
in Mayo



**€4.5** Million in  
monetary funding  
**€2.5** Million In  
Kind funding

Young People  
Participation

**250**  
Programmes  
with  
**30,563**  
participants

Sport &  
Disability

**158**  
Programmes  
with  
**3,903**  
participants



**3,500**  
Facebook followers



**350**  
Press Releases and  
Newsletters



**12,000**  
people annually contact  
MSP for information



**1,700**  
Teitter followers

Mayo Local Sport Partnership has secured **€7 Million** for sports in County Mayo since 2005

# CONTEXT

Mayo has a population of over 130,000 people and it is the third largest county in Ireland with a land mass of 4,303 km sq. We have a strong history of sport participation and in the past few years there has been a considerable increase in participation in sports such as jogging and cycling.

The role of the Mayo Local Sport Partnership (MLSP), is to support existing participants in sport and physical activity and encourage those who have low or no participation in these activities.

Social, economic, geographic and education disadvantage can limit participation in sports and deny the physical and mental health and social interaction opportunities which sport brings. Groups with low participation rates are identified by Sport Ireland as being priority target groups for MLSP and these groups include:

- People with a disability
- Women and girls
- The Unemployed
- Ethnic groups
- The older person.

MLSP particularly wishes to engage with these harder to reach target groups so that they have equal opportunity and support to participate in sport.

MLSP engages with these target groups and the population of County Mayo as a whole, through partnership with communities and organisations and with reference to the following strategic and policy framework.

## STRATEGIC AND POLICY FRAMEWORK

The following are the various strategic and policy issues which guide the focus and actions of the MLSP.

### Sport Ireland

Sport Ireland is MLSP's national partner organisation body. Sport Ireland has identified the functions and roles of Local Sport Partnerships as:

- sharing information, providing local sports education and implementing (strategic plan, local and national participation programmes and promoting sport).
- to increase participation in sport and ensure that local resources are used to best effect.

### Healthy Ireland Framework (HI)

The Healthy Ireland Framework provides the primary strategic framework for the promotion of health related sports and physical activity in Ireland. The overarching target of the HI framework is: 'increase the proportion of the population across each life stage undertaking regular physical activity by 1% per annum across the lifetime of Healthy Ireland.' This outcome to be realised via the following high level goals.

### High Level Goals

- Increase the proportion of people who are healthy at all stages of life
- Reduce health inequalities.
- Protect the public from threats to health and wellbeing.
- Create an environment where every individual and sector of society can play their part in achieving a healthy Ireland.

### National Physical Activity Plan (NPAP)

The NPAP is a deliverable of the Healthy Ireland framework with a vision to 'increase physical activity levels across the entire population thereby improving the health and wellbeing of people living in Ireland'. This vision is to be achieved via the following Guiding Principles:

Guiding Principles:

- creating increased opportunities for people to be active in ways which fit in to everyday lives and which suits individual needs, circumstances and interests







- removing the barriers which people face to being active and encouraging people to overcome those barriers
- enhancing cross-sectoral cooperation at national, local and community level to encourage physical activity at every level
- encouraging a supportive environment where physical activity becomes normal
- promoting good practice and finding new models of participation which get more people active

**Keeping them in the Game:** the 2013 Economic and Social Research Institute’s (ESRI), report of the same name concluded that: The greatest challenge for sports policy is not getting children involved but rather maintaining the involvement of teenagers and young adults in sport. In seeking to identify how to keep these young people involved in sport the report identified a range of issues including that cycling and (especially) swimming merited greater investment; Physical Education (P.E.) should be an examinable subject; there needs to be better links between schools and sports clubs; and an increased focus on participation programmes rather than facilities, in particular programmes which overcome time constraints and which exploit social connections.

The MLSP has a role in focusing on keeping teenagers and young adults in the game rather than just introducing them to it.

#### **Mayo Local Economic and Community Plan**

The Mayo Local Economic and Community Plan is a framework that identifies economic and local community issues in County Mayo and gives effect to the delivery of economic and community development in a manner which is consistent with higher level plans and strategies including the Regional Planning Guidelines for the West Region 2010-2022 and The Mayo County Development Plan 2014-2020. MLSP is particularly guided in its actions by the following themes from this plan:

The themes of the LECAP are:

- Theme 2: Local and Community Development Goal
- Theme 3: Poverty and Social Exclusion Goals
- Theme 5: Health and Wellbeing Goal

While the MLSP might contribute to a number of these areas, themes 2, 3 and 5 are the most relevant.

Mayo’s **Age Friendly strategy** seeks to improve the lives of all people in County Mayo as they age and to create a county where future generations can reach old age feeling healthier, more positive and engaged in their community. It is an evolving strategy that gives commitments to improving key areas of infrastructure, services, information, and our overall social response to older people’s issues in County Mayo, now and into the future. MLSP has a role to play within this strategy and in particular in supporting active age initiatives an opportunities.

The **Sports Inclusion Development Programme** was initiated in 2008 for a 2 year period through Dormant Account funding. Supported 50% since 2010 by Sport Ireland and 50% locally the programme has impacted on some 3,900 people in 158 or so programmes. Initially the programme provided a menu of participation opportunities through disability services and in community settings. Currently it has prioritised building capacity in communities / clubs and has delivered several Disability Inclusion Training and awareness courses countywide.

Following research illustrating rural isolationism amongst middle aged men MLSP sought to develop a programme to promote positive physical and mental health amongst that cohort. **Men on the Move**, a participation initiative targeting men aged 30 plus, was originally piloted in Co Mayo in 2012. Following the success of the programme, where there are 10 sites alone in Mayo, the initiative is now part of national research involving 900 men from 8 counties. Initial mid-term results has illustrated that the participants have obtained huge benefits in Body Mass Index (BMI), and physical / mental health.

MLSP will also align itself with the relevant policies and goals of the forthcoming National Sports Policy Framework and Sport Ireland’s Corporate Strategy.

In July 2015 then Minister of State for Sport and Tourism Michael Ring launched Sport Irelands, **Report of Participation in Sport by Adults in Mayo & Sligo**. The report was developed using data from Sport Irelands Irish Sports Monitor survey as a means of accurately monitoring and tracking active and social participation in sport among adults in Ireland. The key findings to emerge from the report are the high levels of participation in sport among females and that there is no gender gap in participation in sport in Mayo / Sligo. The report also highlights a range of other positive findings including:

- **Women (49.0%) participate slightly more than men (47.1%).**
- **Exercise and swimming are the most popular activities overall.**
- **The proportion of women taking part in running is higher than the national average.**
- **Over 64% of Mayo/Sligo residents take part in recreational walking, women (71.1%) are more likely to take part than men (57.8%).**
- **Almost 50% take part in some form of social participation, either belonging to a club, volunteering for sport or attending a sporting event.**



**Launching the Report of Participation in Sport by Adults (aged 16 plus) in Mayo & Sligo were left to right:** Una May Director of Participation in Sport Ireland, Cllr Tom Connolly, Minister of State Michael Ring, Cllr Neil Cruise, John Treacy CEO Sport Ireland, Cllr John Cribben, Cllr John Caulfield, Anne Ronayne Mayo Sports Partnership, Charlie Lambert Mayo Sports Partnership

## CONTEXT CONTD.

### EMERGING OPPORTUNITIES

MLSP will continue to support and provide a range of sports development and participation programmes, as well as, where our resources allow, continue to develop additional opportunities to support participation through:

- **Life Outdoors:** Mayo is teeming with wild places and there has been a growth in the number of people using the outdoors for casual and organised recreation. The outdoors is more than just the wilderness outdoors (slow and wilderness adventure), it includes the urban outdoors for walking, jogging and cycling in built areas, the urban-edge outdoors where greenspaces Greenways and Blueways fringe and connect where we work and live. MLSP liaises with the relevant outdoor sport national governing bodies and with Sport Ireland - Trails in the development of outdoor participation programmes and facilities. MLSP also supports any physical activity in the outdoors organised or casual, competitive or recreational, as we recognise the merit of the Friluftsliv concept whereby our interaction with the outdoors and nature has a positive impact on our physical and mental health and our sense of place.
- **Sport Hubs** are a collective of progressive sport clubs and other local organisations that work together to improve sports/active provision in their community, either through a facility or a community setting. As resources allow, MLSP will support communities who want to probe or grow this hub type approach.
- **Smarter Travel** benefits our environment, our health and the communities we live in. MLSP will, in combination with smarter travel infrastructure, incentives and programmes, encourage the behavioural changes which are required for more people to take up more active and cost effective modes of transport.
- **Integrated sports development** requires open communication and the sharing of the experience of the various communities and agencies with a stake in sports development in our County. MLSP will continue to share our experience, advocate for the sports participation agenda and work with others in developing spaces, facilities and programmes for sports participation in County Mayo.



<sup>2</sup> Previously the National Trails Office with responsibility for the oversight and promotion of outdoor trails in Ireland.

<sup>3</sup> Friluftsliv means "free air life" in Norwegian.



# SAMPLE CASE STUDIES



## CASE STUDY 1: Men on the Move Physical Activity Programme

The Men on the Move (MoM), Programme, is a partnership initiative to increase the level of physical activity amongst men aged 30 plus.

### Programme Outline

The aim of MoM was to develop a Physical Activity Programme with a variety of activities for men aged 30-65 years old in 4 sites: Ballina, Belmullet, Claremorris and Westport with a view to rolling out the Programme throughout the County.

The participants were recruited utilising a variety of methods:

- Information evenings in 4 towns including free health check
- Poster Specific Campaign
- Referral from community groups, community welfare staff and other agencies
- General advertising on Mid West Radio
- Local Print Media
- Local sports groups

Physical activity specialists were selected in the 4 towns to become Leaders for the MoM programme with responsibility for its structure, content, and organisation.

The programme included a high emphasis on fun and enjoyment, Health Education including Diet and Nutrition and the programme made use of the natural environment and existing facilities for physical activity sessions e.g. greenways, walkways, athletic tracks, beaches, swimming pools and trails.

### Outputs

Commencing in March 2012, more than 150 men all aged 35 plus from the Ballina, Belmullet, Claremorris and Westport participated. The participants identified their objectives for the Programme as:

- Improve fitness and energy levels
- Lose weight
- Better overall health and wellbeing
- Learn to get physically motivated again
- Enjoy exercising with other men in same situation

There are now 10 areas involved with 3 new locations in Ballaghderreen, Crossmolina and Ballina. A national men's health MoM research study across 8 counties commenced in 2015. The research team includes staff from Waterford and Carlow Institutes of Technology and the Centre for Men's Health in Leeds. The purpose of this research is to investigate the effectiveness of the MoM programme on the health and well-being of participants and to define a model of delivery that could be rolled out nationally.

As part of this research 487 men across Mayo, Donegal, Galway and Waterford participated in a 12-week MoM programme in their community. A further 417 men in Dublin, Kilkenny, Cork and Limerick have signed up to be part of a comparison waiting group i.e. they will complete the programme after 12 months.

Nationally, this project is supported by the HSE, the Irish Heart Foundation [IHF] and the Men's Development Network.

Area	Date	Time	Notes
Ennis	Mon 10th Oct	7.00pm	
Claremorris	Tue 11th Oct	7.00pm	
Ballina	Tue 11th Oct	7.00pm	
Westport	Tue 11th Oct	8pm	
Claremorris	Wed 12th Oct	7.00pm	
Claremorris	Thurs 20th Oct	7.00pm	
Ballaghaderreen	Thurs 20th Oct	7.00pm	

Contact Mayo Sports Partnership Office on 094 904 7025 to register

<sup>4</sup> The programme partners were: Mayo Sports Partnership, Mayo Primary Care Services, Health Promotion Services Mayo, Croí (West of Ireland Cardiac Foundation), and Media partner Mid West Radio.

## SAMPLE CASE STUDIES CONTD.

### CASE STUDY 2: Goal to Work

MLSP and its partners have implemented a number of initiatives aimed at unemployed people in the Community. These initiatives include the Goal to Work Sports Coach Training Programme and the Link2BActive initiative (opportunities for unemployed people to access sports facilities at a reduced rate). These programmes promote positive mental health providing increased connectivity within communities

In 2013 Goal to Work won the overall Aontas Adult Education Awards in Connaught. This is a fantastic recognition of the power of the programme in reactivating unemployed people and also in the power of agency collaboration.

Goal to Work / Community Sports Coach Training Programme was launched nationally in 2015 through funding secured through the Dormant Accounts board.

#### Profile

The 'Goal to Work Sports Coach Training Programme (GTW) gives unemployed people, who are interested in sport, an opportunity to become trained sports coaches in soccer, gaelic and rugby as well as cricket, basketball and athletics. Training takes place three days per week for 10 weeks: one day in the classroom and two days of practical training. Part of the programme involves work experience in local primary schools for 8 days over a 4 week period. Trainee sports coaches are also required to attend at least one-weekend training in Active Leadership.

#### Key Objectives and Outcomes

- Provide unemployed people with coaching qualifications
- Assist unemployed people with an interest in sport to gain employment as coaches, referees, etc.
- Promote physical, mental health and well-being through participation in sport - both for the participants themselves and in the partner schools



- Provide coaching for working with children with disabilities in the school and youth club setting
- Motivate participants to pursue the progression routes identified as part of the initiative

As a consequence of the GTW initiative, 10 Coach training programmes have taken place at various venues and over 110 coaches have progressed through the initiative

Trainee sports coaches have:

- organised community events targeting children and people with a disability in their local community;
- trained children in a number of primary schools;
- assisted MLSP in the delivery of local projects such as Little Athletics, come and try it sports days and initiatives in the Ballyhaunis Sports Hub amongst others.

#### Sustainability

Trainee coaches are involved in their clubs and communities playing many different roles. A number of schools were keen for the continued involvement of coaches. Development officers have encouraged the newly qualified coaches to work within their communities and clubs.

#### Next steps

In 2017 a further course will take place in Achill with plans to hold Goal to Work Phase 2 Sports Coach Training Programme later this year. It is intended that phase 2 will involve further training for previous trained coaches and give them more community based work experience.

<sup>5</sup> Mayo County Council, Údarás na Gaeltachta, Mayo North East Leader Partnership, South West Mayo Development Company, Mayo Mental Health, Mayo GAA, Cricket Ireland, the FAI, Connacht Rugby, Basketball Ireland, Athletics Ireland and Tennis Ireland.



### CASE STUDY 3: Para Cycling and Tandem Cycling for People with a Disability

The Hand and Tandem Cycling eight week programme established by Mayo Sports Partnership in conjunction with Irish Wheelchair Association - Sport, Spina Bifida Hydrocephalus Ireland and Cairdeas, Kilmovee Family Resource centre and supported by Mayo County Development Board, proved to be a huge success in 2012.

#### Programme Outline

The aim was to promote and deliver a high quality programme that enables people with a physical disability to participate in hand cycling opportunities in County Mayo and to keep up the momentum of a very successful para-olympics.

After a very successful 8 week para cycling programme in July and August in Kilmovee Co Mayo, the Kilmovee Family resource centre and Ballaghadreen Cycling club held a time trial for both hand and tandem cycling in October. As part of the para cycling initiative Mayo county council have since funded a hand cycle which will be located at the new tartan track in Claremorris for participants to book and use accordingly.

In 2013 the programme was held for 12 weeks this time at the Claremorris Athletics Track where participants got the chance to utilise the new high quality facilities that are available there.

#### Outputs

- Provided an opportunity for those with a disability to participate in the sport of cycling.
- Setting up of a cycling outreach club in Kilmovee



## SAMPLE CASE STUDIES CONTD.

### CASE STUDY 4:

#### Operation Transformation Mayo

Operation Transformation Mayo is an initiative which is run in conjunction with RTE's Operation Transformation TV show to get people more active through exercise.

#### Programme Outline

The purpose of the programme is to increase participation and try to get the people of Mayo to become more active through different types of exercises e.g. runs/walks & fitness classes. Through this process many communities throughout Mayo set up weekly walk/runs and encourage the less active people in their area to participate. Subsequently the aim is to sustain the groups and the physical exercise amongst the participants, or enable people to join up with other organised groups such as Beginners Couch to 5k, Men on the Move, Fit for life or Meet and train groups.

#### Outputs

A lot of the communities that participated in the programme have continued to participate beyond the 5 weeks and many continue to make huge strides have become even more active. Also there have been huge positive impacts on the community as these groups bring all different kinds of people together with resultant social, physical and mental health benefits.

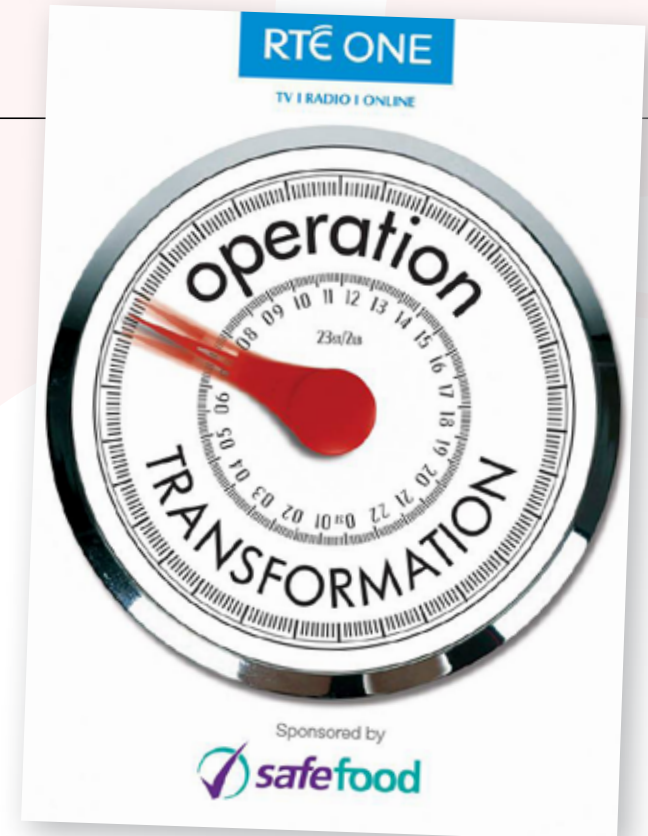
Some participants even expressed their delight after completion having never thought they would be able to run.

Overall the average number of people was maintained throughout the programme in spite of the bad weather conditions which was great to see.

#### Sustainability

As stated a lot of the groups like Achill, East Mayo Ramblers, Parke, Charlestown, Carracastle & Belcarra continued with their groups holding walks/jogs/runs & exercise classes. Some groups have progressed to complete in tougher 8k and 10k races like Ballina and Belcarra.

Increased capacity of facilities and use of facilities has been one of the features of this programme. Also, a lot of the group leaders have progressed and further developed themselves to become even better leaders helping the group become more active, better and stronger.





Our Vision

# MORE PEOPLE ENJOYING MORE SPORTS.

*At MLSP we believe that enjoyment sustains participation in sport and in turn this sustained participation brings a range of physical and mental health benefits and positive social interaction opportunities. **Enjoyment first.***

## MAYO LOCAL SPORT PARTNERSHIP STRATEGIC PLAN CONTD.

### MLSP'S MISSION

So that more people can enjoy more sports, MLSP's mission is to:

- **Encourage** more participation opportunities, more sports for all of the community.
- **Partner** with communities and agencies.
- **Support** sport-makers and sport places to create enjoyable and quality experiences.
- **Promote** participation opportunities to everyone.
- **Provide, coordinate** and take the **lead** according to circumstances.
- **Perform** for our community through the most efficient use of our resources

### OUR PRINCIPLES:

MSLP has a number of touchstones or principles which govern how we operate and interact with others.

Our principles are that we always seek to:

- **Listen** and advocate for all of our community.
- **Understand**, the trends and barriers to participation.
- **Collaborate** with individuals, groups, organisations and agencies.
- **Resource:** find, attract and share the required resources.
- **Sell** the message, choice, access and fun of sport.
- **Build local** capacity amongst sport makers.
- **Identify** meaningful gateways and lifelong pathways which inspire and sustain participation.
- Be **transparent** in how we operate.

### OUR COMMITMENT:

To the people of Mayo

- Recreational sport for all
- Special support for those who are new or unsure
- Work with your community, shared responsibility
- Here for the long haul.

To ourselves

- Continue to stretch but work within our resources, especially our human resources
- Be consistent and fresh in our approach
- Sustained not superficial participation
- Be aware and reflect on our actions

To our partners

- Strategic approach
- Common objectives and shared benefits
- Big picture and local strengths
- Integrated where appropriate
- Meaningful relationships and actions.

## STRATEGIC PILLARS:

There is a lot to do if we are to see more people enjoying more sports. MLSP will partner with agencies, organisations, groups and individuals across a range of actions so that we can attract and make best use of sports participation resources. Our 2017 - 2021 strategy provides a hand rail for our ambitions and actions and this strategy is structured on the following four strategic pillars:



**Participation and Location:**  
programmes, people and  
local partners.



**Strengthening Play:**  
Sport shapers, makers  
and places.



**Insight and Influence:**  
Information, Partnerships and  
Communications.



**Perform:**  
Attract and administer  
resources.

The outline and detail of each pillar is outlined in the following pages<sup>6</sup> and with reference to available funding and our annual target audiences.

<sup>6</sup> All of the actions of the MLSP and our strategic ambitions, are predicated on the availability of funding.



## PARTNER ACRONYMS AND ABBREVIATIONS

The following table clarifies the partner abbreviations used within the action plan.

Abbreviation	Partners
AFI	Age Friendly Ireland
ASF	Active School Flag
ASRG	Adapted Sport and Recreation Group
CARA	CARA is the national organisation for Adapted Physical Activity
CYPSC	Children and Young People Services Committee
DA	Dormant Accounts
DES	Department of Education and Skills
DTTAS,	Department of Transport Tourism and Sport
GIA	Get Ireland Active
GIW	Get Ireland Walking
GMIT	Galway Mayo Institute of Education
HI	Healthy Ireland
HSE	Health Service Executive
IA	Ireland Active (previously ILAM)
LCDC	Mayo Local Community and Development Committee
LSNs,	Local Sports Networks
L.C.E.P.	Local Community Economic Plan

Abbreviation	Partners
MCCC	Mayo County Childcare Committee
MEC	Mayo Education Centre
MLA	Mayo Local Authority
MLSP	Mayo Local Sport Partnership
MNELP	Mayo North East Leader Partnership
MSF	Mayo Sports Forum
MSLETB	Mayo, Sligo and Leitrim Education and Training Board
MVC	Mayo Volunteer Centre
NGB's	National Governing Bodies for sport, for example the GAA and FAI.
PPN	Mayo Public Participation Network
SI	Sport Ireland
SIT	Sport Ireland-Trails
SPEAK	Sport Ireland Strategic Planning, Evaluation and Knowledge
SWMDC,	South West Mayo Development Company
Udaras	Údarás na Gaetachta
VI	Volunteer Ireland

# MAYO LOCAL SPORT PARTNERSHIP STRATEGIC PLAN



## PILLAR 1 Participation and Location: Programmes, people and local Partners.

The main role of the Mayo Local Sports Partnership (MLSP), is to increase the number of people regularly taking part in sports and physical activity as part of their lifestyle. By lifestyle we mean that sport and physical activity represents an ongoing part of someone's week, ideally at a level which meets the World Health Organisation and the National Guidelines on Physical Activity of at least thirty minutes a day five days each week, or 150 minutes a week, for adults and at least sixty minutes of physical activity every day for children.

**Why Participate?** Because it enriches and balances your beautiful life.

While there is no denying the physical and mental health benefits of regular physical activity as well as the significant social benefits of taking part, we know that participation in sport and physical activity can be and should be fun. Sport for sport's sake, for fun.

### How do we grow participation?

We value competitive sports but we know that recreation sports attract more people and retain them for longer. In particular there needs to be a wide range of recreation sports opportunities which are attractive across our community. These opportunities also need to be supported by local partners in appropriate settings.

- Range: the era of a narrow selection of sports being relevant for a wide number of people is long gone. MLSP's concept of sport is panoramic wide for our diverse community.
- Attractive: for everyone in our community to participate, MLSP will support a range of attractive programme gateways
- Location: MLSP works at a local level with individuals and their communities who are open to providing appropriate and sustainable local sport opportunities.

### The role of the outdoors

Mayo's mountains, lakes and rivers support a variety of adventure sports such

as rock climbing, hillwalking and canoeing as well as slow adventure activities such as beach combing or forest foraging. These increasingly popular sports often require low levels of infrastructure, they take place in wilderness settings and in urban fringes such as Lough Lannagh and they support complementary objectives such as an enhanced appreciation of the environment and tourism development.

MLSP acknowledges the mutual benefits of adventure sport tourism in motivating local participation and supporting local economies. MLSP will continue to drive local participation in adventure sports and we will support others who undertake responsibility for adventure sports type events.

### Key Challenges

1. Promoting the concept of active living in our daily lives.
2. Ensuring that there are a range of sports and physical activity programmes on offer which meet the needs of our entire community.
3. Appropriate accessibility to sports and physical activity regardless of one's age, gender, socio-economic status or location.
4. Working with and supporting the communities and organisations 'on the ground' so that where possible, they can deliver sports and physical activity opportunities for their members.
5. Growing the use of the outdoors for sports participation.

### Goals and Action

- Our Participation Goal: more participants, more partners and more places.
- Our Key Action: connect participants and partners with appropriate local activities and places.

## MAYO LOCAL SPORT PARTNERSHIP STRATEGIC PLAN CONTD.

### PILLAR 1 Participation and Location: Programmes, people and local Partners.

Ref.	Objective & Call to Action	Actions	Partners	Outcomes	Timetable
1.1	A broad range of Sports Expand the range of available sports.	With reference to the views of our partners, review the range of sports which are currently available in the county and in specific communities.  Identify new sport development requirements and sport support needs and our achievable responses.	MSF, NGBs, MSP, LCDC, PPN, MSF	A targeted 'New Sport' support and promotion every two years.  New sport development trends and programmes supported	Commence Q4 2017 and 2018  Ongoing
1.2	Attractive General Programmes A comprehensive variety of sports participation programmes, which are relevant to the general population and the target groups in our County	With regard to our partner needs and emerging trends, review our programme portfolio (indoor and outdoor).  Identify redundant programmes, programmes which need to be refreshed or any new programmes required.  Continue to refresh and deliver programmes from our portfolio, subject to available resources.	MSP, NGBs, SI, MLA, HSE, LCDC	An MLSP Programme portfolio and profile.  Updated MLSP programme timetable twice a year.  Ongoing updating of programme content.	Ongoing.  Commence Q2 and Q4 2017  Ongoing.
1.3	Mass Participation At least two mass participation events per annum.	Review the current mass participation event and identify a three year event programme.  Support the growth of the outdoors through the provision of an outdoors/adventure sports mass participation event.	MLA, MSP, MSF,	A sustainable inclusive-sport approach and plan.  Promote a bi-annual calendar of Inclusive-sport opportunities.	Identify in Q1 2017 and 2018.  Commence in Q1 2017 and 2018.



Ref.	Objective & Call to Action	Actions	Partners	Outcomes	Timetable
1.4	Target Audiences	<p>Based on greatest need and available resources, identify our priority annual target groups.</p> <p>Continue to provide a range of MLSP programs which are consistent with the needs of our target groups.</p>	SI, MLSP, MLA,	<p>Annual priority target groups programmes identified by board in budget submission to Sport Ireland</p> <p>Target group programmes comprising 33% of our total programme timetable.</p>	<p>Identify in Q1. Deliver - ongoing.</p> <p>Monitor - ongoing. Evaluate Q4.</p>
1.5	Extra focus and support for low sport participation groups.	<p>Continue to work with the Sports Inclusion Disability Officer so as to provide a range of participation programmes for people with a disability and Older People in the County.</p> <p>In collaboration with the Adapted Sport and Recreation Group , evaluate our approach to the provision of disability type programmes.</p>	SI, CARA, MLSP, ASRS, MLA, LCDC, AFI, PPN	<p>AA sustainable inclusive-sport approach and plan submitted to CARA biannually</p> <p>Promote a bi-annual calendar of Inclusive-sport opportunities.</p>	<p>Identify in Q1 2017 and 2018.</p> <p>Commence in Q1 2017 and 2018.</p>

<sup>9</sup> There are a number of groups within the County that have lower rates of participation in sports, for example Women and Girls in Sport Ethnic Minorities in sport Older Person. The MLSP particularly targets these types of groups so as to increase their participation rates.

<sup>10</sup> The Adapted Sport and Recreation Group are a sub committee of Mayo Local Sports Partnership and are comprised of a range of organisation and stakeholder representatives

# MAYO LOCAL SPORT PARTNERSHIP STRATEGIC PLAN CONTD.

## MAYO SPORTS PARTNERSHIP PROGRAMMES







# GOAL WORK



## MAYO LOCAL SPORT PARTNERSHIP STRATEGIC PLAN CONTD.

### PILLAR 1 Participation and Location: Programmes, people and local Partners.

Ref.	Objective & Call to Action	Actions	Partners	Outcomes	Timetable
1.6	Community Setting Support communities to recognise and deliver on local sport participation	<p>Identify target communities in the County and their sports participation needs.</p> <p>Continue to engage with communities via local structures [LCEP].</p> <p>Continue to develop the Ballyhaunis community sport hub and seek funding to develop two further hubs .</p> <p>Continued realisation of the 'Building Communities' project and the associated work of the Community Sports Project Officer.</p>	PPN, SF, LSNs, LCDC, MLA, SWMDC, MNELP, HSE, SI, DA, CYPSC	<p>Six geographically balanced communities.</p> <p>Priority community sport development plans for four communities.</p> <p>Deliver two of the sport development plans with two communities.</p>	<p>Commence Q3 2017.</p> <p>Deliver Q1 2018.</p> <p>Commence Q2 2018</p>
1.7	Education Setting A variety of participation opportunities and sustainable pathways.	With reference to available funding identify the MLSP primary and secondary school sport programmes which will assist schools to achieve their Active School flag.	MEC, MLSP, MSLETB, MSF, DES, HI, ASF and relevant NGBs.	Directory of Active School sport programmes.	Commence Q2 2017.
1.8	Play Settings	Support the County Child Care Committee and other agencies in the provision of quality play initiatives in the County.	MCCC, MEC, HSE, SWMDC, MNELP, CYPSCF	MLSP will encourage and support the provision of additional children's play initiatives in the County.	Ongoing as required

<sup>11</sup> A 'Sport Hub' is a collective of progressive sport clubs and other local organisations that work together to improve sports provision in their community, either through a facility or a community setting.



Ref.	Objective & Call to Action	Actions	Partners	Outcomes	Timetable
1.9	Health Settings More awareness and opportunities to participate in sport as a means of improving physical and mental health.	<p>With reference to available funding and our annual target audiences, identify the MLSP priority sport health promotion programmes for example Men on the Move, Active 55, Couch to 5k, Operation Transformation, Get Ireland Swimming / Walking and Cycling Programmes etc.</p> <p>Assist in the development and delivery of an integrated Community Health &amp; Wellbeing Initiative developed by the LCDC Health &amp; Wellbeing Committee.</p>	<p>SI, HSE, MLSP, MLA, GIA, HI</p> <p>LCDC, HSE, MLSP, MLA</p>	<p>At least 4 health related activity programmes to be contained within the MLSP timetable.</p> <p>1 pilot Health &amp; Wellbeing Intervention Programme developed and delivered in a community / school setting</p>	<p>Ongoing as required. Ongoing based on demand and funding opportunity. Reviewed in Q4 annually.</p> <p>Commence Q2 2017</p>
1.10	Workplace Settings More sport aware and more active Workplaces.	<p>Review the MLSP Active Workplaces approach for Large and Small to Medium Organisations.</p> <p>Identify an appropriate programme and MLSP support measures to grow the number of Active Workplaces.</p> <p>Support the Fit4Work Initiative and seek further resources to its development</p> <p>Support an annual alternative transport to work day.</p>	<p>GMIT, HSE, LCDC, MLA, HI, Chamber of Commerce, Smarter Travel</p>	<p>Develop 2 new Active Workplace Programmes</p> <p>Twice annual 'Inter-firms' celebration events.</p> <p>Bi annual Fit4Work programme developed and supported by Community Sports Officer</p> <p>Annual alternative transport to work day.</p>	<p>Identify in Q1 2017 and 2018.</p> <p>Commence in Q1 2017 &amp; 2018.</p> <p>Ongoing</p> <p>Commence Q2 2017</p>

<sup>12</sup> Inter-firm events include for example a 5km run where participants enter under their company name.

## MAYO LOCAL SPORT PARTNERSHIP STRATEGIC PLAN CONTD.

### PILLAR 1 Participation and Location: Programmes, people and local Partners.

Ref.	Objective & Call to Action	Actions	Partners	Outcomes	Timetable
1.11	Outdoors Increased use of the outdoors for sports.	<p>Continue to support the growth of outdoor/adventure sports provision and their uptake at community level in partnership with NGBs and communities.</p> <p>Work with an adventure sports NGB to foster the development of their sport in the County through a shared development of programmes, club supports and come and try it events.</p> <p>Engage with the Adventure Sports and Sports Tourism Networks established by the Mayo Local Authority under the tourism action plan</p> <p>Promote walking and water events in the County via an integrated timetable of these activities.</p> <p>Support the continued development of safe walkways, greenways in communities and assist in participation opportunities locally</p> <p>Introduce the Daily Mile Initiative to Primary Schools throughout the county</p>	SI, MSF, PPN, GMIT, ASF, NGBs, MLA, GIW, SWMDC, MNELP, SIT, MEC, HSE	<p>Partnered support for the development of one additional adventure sport hub in the County.</p> <p>Two new adventure sport development initiatives over the lifetime of the plan.</p> <p>MLSP represented in networks and projects supported</p> <p>Summer walk, water and wild programme,</p> <p>Communities supported and signposted At least 6 new outdoor recreation clubs supported</p> <p>Target 30 schools for involvement. Pilot and review 'Daily Mile' programme<sup>13</sup>.</p>	<p>Commence Q4 2017</p> <p>Commence Q2 2018</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Commence Q1 2017</p>

<sup>13</sup> Daily Mile: every child is encouraged to run or walk a mile each day either travelling to or from school or in the school yard. This activity takes place in the school uniform.



## PILLAR 2 STRENGTHENING PLAY: CLUBS, SPORT MAKERS AND PLACES.

### Clubs

Clubs provide the main structure for sustained participation in sports and the MLSP supports clubs which offer a meaningful participation programme. While there tends to be a competitive or performance focus within a lot of clubs, MLSP knows that good club governance a strong club ethos on participation generates new members and retains older ones.

### Makers

Sports happen primarily because of the commitment of a range of individuals and volunteers. Volunteer coaches, officials and administrators are the primary sport makers in Ireland and their commitment must be supported. There are also a growing number of commercial and professionals who operate through NGBs (development officers), activity centres, gyms or as personal trainers. These professionals are playing an increasingly important role in the provision of sustainable sports participation in the County.

MLSP must continue to liaise with sport-makers so as to support their work and benefit from their experience.

### Places

A number of sports require specific places or infrastructure if they are to provide a quality sports experience. Active places include pitches and halls as well as supporting facilities such as changing rooms. There has been a significant increase in the number and quality of sports infrastructure in the County. However it is likely that some places are under-used and there are still some gaps in facility provision.

Furthermore MLSP recognises the importance of sport hubs as centres of high quality sport provision for a range of indoor, field and outdoor sports. MLSP supports the strategic development and upgrading of local and hub sport facilities according to greatest need.

### Key Challenges

- Attract, train and retain sports makers.
- Clarity regarding existing facilities, their programming and use.
- Prioritise sport facilities development.
- Supported facility development through funding and best practice.

### Key Goals

- Continued support for volunteer training.
- Best use of the existing facilities and the prioritised development of new facilities.





## MAYO LOCAL SPORT PARTNERSHIP STRATEGIC PLAN CONTD.

### PILLAR 2 Strengthening Play: Clubs, Sport Makers and Places

Ref.	Emphasis & Call to Action	Actions	Partners	Outcomes	Timetable
2.1	Sport Shapers Clubs and Groups Participation programmes.	<p>With reference to the MLSP sport development priorities, continue to liaise with NGBs and clubs so as to identify their participation development needs.</p> <p>Continue to provide club support training in Safeguarding, First Aid, Disability Awareness, Club Development and others as appropriate.</p> <p>Provide support for the uptake of NGB training initiatives through the provision of training cost supports and the coordination of local training events especially in the West of the County.</p> <p>Increase the sharing of best practice between clubs and codes especially in the areas of governance and local 'Keep them in the games' initiatives.</p> <p>Subject to funding, continue to provide the Special Participation Small Investment Scheme.</p> <p>Liaise closely with Mayo.ie tourism office in the allocation of the annual Event assistance scheme for sports clubs/ organisations.</p>	MSF, NGBs, SI, CARA, MLA, CYPSC	<p>Annual NGB Sports Development Officer Forum and bi annual training and education programme developed</p> <p>Coordinated local NGB training events including 6 annual safeguarding 1-3, 2 disability awareness, 2 first aid and 2 club development workshops</p> <p>At least 4 minority sports coach education events supported through annual small grant scheme</p> <p>Best practice 'Keep them in the games' case study. Pilot 'Keep them in the games' initiative.</p> <p>Approx 40 Clubs, groups and community groups supported in providing additional participation projects</p> <p>At least 6 local sports tourism events supported</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Commence Q1 2018</p> <p>Ongoing</p> <p>As required on demand</p>



Ref.	Emphasis & Call to Action	Actions	Partners	Outcomes	Timetable
2.2	Raising the Bar Sharing trends and insight.	<p>Identify an appropriate annual theme and co-ordinate an annual sports seminar and networking event.</p> <p>Provide an annual club funding workshop and supporting materials.</p> <p>Support high quality sport experiences by encouraging the uptake of club development standards in the Community sports hub using the Local Sport Partnership and NGB Clubmark schemes.</p>	SI, LSPs, DTTAS, NGBs, MSF, MLA	<p>Annual Seminar to share and promote emerging sport participation trends and developments.</p> <p>Annual funding event and online information.</p> <p>Pilot the Local Sport Partnership Clubmark Scheme with four sport clubs in co-operation with the relevant NGB Clubmark</p>	<p>Commence Q2 2017 Deliver Q4 2018</p> <p>Commence Q2 2017</p> <p>Commence Q2 2017</p>
2.3	Sport-Makers:  Volunteer Awareness: More trained sport volunteers.	<p>In the community sport hub locations, generate a snapshot of the volunteer coaches in the area.</p> <p>Pilot with sample of clubs initially, liaise with the volunteer center and clubs. Identify a volunteer encouragement call, 'Twice a Year'<sup>14</sup>.</p>	SI, DA, MSF, NGBs, MVC	<p>A 10% sample snapshot analysis of the number and types of sport volunteers in the County.</p> <p>The dissemination of a volunteer 'Twice a Year' tagline in the County.</p>	<p>Commence Q3 2017 Deliver Q1 2018</p> <p>Commence Q2 2018</p>

<sup>14</sup> Twice a Year is an initiative whereby the parents of children participating in the club are encouraged to volunteer in the club at least twice each year.

## MAYO LOCAL SPORT PARTNERSHIP STRATEGIC PLAN CONTD.

### PILLAR 2 Strengthening Play: Clubs, Sport Makers and Places

Ref.	Emphasis & Call to Action	Actions	Partners	Outcomes	Timetable
2.4	Volunteer Training	<p>Review and evaluate the current volunteer engagement and training supports which exist.</p> <p>Identify any additional volunteer training requirements.</p> <p>Continue to provide leadership training in core areas such as: Fit4 Life, Be Active 55, Walking Leader Training, Men on the Move, PALS, Disability Inclusion Training, Goal To Work Sport Coach Training.</p>	MLSP, MSF, NGBs, CARA, SI, GFL, SWMDC, MNELP, DA, VI.	<p>Board and staff level volunteer training resources and programme review.</p> <p>Annual indicative volunteer training timetable publicised on website,newsletter etc</p>	<p>Q4 2017.</p> <p>Ongoing.</p>
2.5	Commercial Effective use of professional sport trainers.	<p>Profile the professional sport trainers in the community sport hub area.</p> <p>Identify an appropriate range of initiatives to more fully integrate professional trainers and their facilities in participation sports in the County.</p>	IA,MLSP,	<p>A snapshot of the number and types of professional sport trainers in the sport hub area.</p> <p>Identify and promote at least 2 participation programmes that professional instructors and leisure centres could engage with</p>	<p>Q2 2018.</p> <p>Q3 2018.</p>
2.6	Facilities: Current Provision. Clarity on the existing facilities and programmes.	Encourage and support research which identifies the number, type, location and the use of existing sports facilities in the County.	MLA, DTTAS, MLSP, MNELP, SWMDC, MSF	A Sport infrastructure profile for County Mayo.	Commence Q1 2018.



Ref.	Emphasis & Call to Action	Actions	Partners	Outcomes	Timetable
2.7	Facilities: Additional Provision Identify what priority additional facilities are required.	<p>Using an evaluation model, identify the gaps in sport facility provision and the subsequent priority developments required.</p> <p>Identify a flagship sport development facility, possibly in the adventures sports or 'new sport'<sup>15</sup> domain.</p> <p>Identify any new facility resource requirements and sources.</p> <p>Liaise with partners in developing criteria for applications for sports infrastructure schemes</p>	MLA, SI, DTTAS, SWMDC, MNELP, PPN, MLSP	<p>Sport infrastructure priority development plan.</p> <p>Flagship development plan.</p> <p>Facility resource document developed.</p> <p>Criteria developed</p>	<p>Q1 2019.</p> <p>Q3 2019.</p> <p>Q3 2019.</p> <p>Q1 2017</p>
2.8	Facilities: Adventure Recreation Expanding the locations and quality of facilities.	<p>Continue to assist the Leader Partnership Companies and Mayo County Council in their development of land and water based adventure sports infrastructure.</p> <p>Support the recommendations from the study 'Outdoor Recreation in the West' (2014).</p> <p>Work with the relevant Adventure sports NGBs, Mayo Local Authority Sports Tourism Network and other agencies in identifying priority outdoor/adventure sport infrastructure requirements or upgrading.</p>	MLA, SWMDC, MNELP, Udaras, NGBs, GMIT, MSLETB,	<p>Annual adventure sports facilities shared purpose plan co-ordinated through the Adventure and Sports Tourism Networks</p> <p>MLSP participation in Outdoor Recreation Working Group.</p> <p>2 Priority outdoor adventure infrastructure developments identified</p>	<p>Commence Q2 2017.</p> <p>Ongoing.</p> <p>Ongoing</p>

<sup>15</sup> New Sport' refers to sports which are not typically available to the target group or community or a sport which may not be available within the county.

## MAYO LOCAL SPORT PARTNERSHIP STRATEGIC PLAN CONTD.

### PILLAR 3 INSIGHT AND INFLUENCE: INFORMATION, PARTNERSHIPS AND COMMUNICATIONS.

MLSP is partnership structured and insight led. This insight comes from our own experiences and most importantly from the collective experience of our network. We share insight and we influence.

#### **Information**

Places, people and events are central to participation opportunities. The MLSP requires meaningful research and data on participation and on the people and places which support participation. We will continue to source, monitor and update our knowledge and data so that we can operate, communicate and be active across the Mayo sport network.

#### **Partnerships**

MLSP is part of an active network of sport makers, participants and funders. We operate within this network through partnerships with the communities, agencies and organisations which have a role in sports development. Effective partnerships are built on a shared understanding, common goals and actions to achieve these goals.

#### **Communications**

Communication is at the core of effective insight and influence. We will continue to advocate the role of sports participation across a range of personal development, health, education, social and rural development agendas. However we also listen, especially to the voices from the communities and their representatives.

MLSP communicates at two levels:

1. Internal communications: we gather, share and advocate information with our partners regarding their sport related needs and activities. These communications typically involve listening to our partners needs and expectations as well as our sharing of information for example about funding opportunities, event and programme development or best practice.
2. External Communications: we share participation and training information to communities, individuals and target groups.

#### **Key Goals**

- Active meaningful partnerships.
- Insight and influence through effective communications.
- Ongoing data collection and sharing.

#### **Key Challenges**

1. Keeping partnerships vibrant and meaningful.
2. Actively listening, especially to new voices and alternative ideas.
3. Recognising insight and communicating it effectively.
4. Managing our communication channels.





Ref.	Emphasis & Call to Action	Actions	Partners	Outcomes	Timetable
3.1	Partnership: Management Clear relationships and responsibilities.	Continue to actively manage the community and agency relationships of the MLSP.	All agencies	Complete an annual MLSP partner relationship profile and identify any follow up actions.	Q1 2017 and annually thereafter.
3.2	Communications: Listening Effective community level communications	Continued engagement with the Mayo Local Community Development Committee.	LCDC, MLA	Annual reports and updates to the MLCDC and the continued realisation of our MLCDC commitments.	Ongoing response to demand.
3.3	Branding	Continue to develop the awareness of the MLSP through a consistent use of the MLSP brand and as appropriate the alongside inclusion of our key partner's branding.	SI, MLA, MLSP, LSPs	MLSP branding guidelines	Q3 2017
3.4	Promoting Promoting the sports participation message and opportunities.	<p>Identify a benchmark and review our existing electronic media including social media and website.</p> <p>Evaluate the potential of a third party managing our electronic media output.</p> <p>Evaluate the need for any additional internal communications with partner stakeholders.</p> <p>Increase the reach of our social media output.</p> <p>Develop an annual communications plan with monthly outputs.</p> <p>Evaluate the potential of the biannual programme.</p>	MLSP, MLA, SI	<p>Communications review.</p> <p>Annual internal and external communications plan,</p> <p>20% increase in social media references (likes and retweets and similar), over the lifetime of the plan.</p>	<p>Q3 2017</p> <p>Q1 2018 &amp; annually thereafter.</p> <p>Measure in Q4 annually.</p>

## MAYO LOCAL SPORT PARTNERSHIP STRATEGIC PLAN CONTD.

### PILLAR 3 Insight and influence: Information, Partnerships and Communications

Ref.	Emphasis & Call to Action	Actions	Partners	Outcomes	Timetable
3.5	Information: Research Identifying our impact.	<p>Continue to capture and analyse our participation levels and resource data through the SPEAK reporting process, Sport Ireland Research and the Irish Sport Monitor.</p> <p>Identify potential research partners with other LSPs, the education sector etc.</p> <p>Undertake an annual outline research project which probes and illustrates the impact of our initiatives and programmes.</p> <p>Continue to monitor the external research on participation in Ireland and County Mayo as well as any evidence based research on participation trends.</p>	SI, MLSP, LSPs, GMIT, MEC.	<p>Annual SPEAK report and key indicators.</p> <p>Two research partnerships over the lifetime of the strategic plan.</p> <p>Publish an annual research report and findings.</p> <p>Annual synopsis of relevant external research.</p>	<p>Q1 &amp; 4 annually</p> <p>Commence Q1 2018 and Q2 2019</p> <p>Q1 2019 and Q2 2020.</p> <p>Q4 2017</p>
3.6	Information: Maintain Share data and network information.	<p>Continue to update our online sports directory.</p> <p>Monitor and update our sport-makers database.</p>	MLSP,	<p>Up to-date Databases.</p> <p>Appropriate online access to contact details.</p>	<p>Q2 2017 and annually thereafter.</p> <p>Q3 2017 and annually thereafter.</p>

## PILLAR 4 PERFORM: ATTRACT AND ADMINISTER RESOURCES.

The MLSP has sourced €7 million in financial and in-kind resources<sup>16</sup> for sport participation in County Mayo since 2005

### Attract

To enable more people to participate and play in sport, additional ongoing resources are required. MLSP will continue to pursue core and project funding from a variety of sources, so as to grow sport participation in the county.

### Administer

MLSP the board, staff, tutors and volunteers of the MLSP identify, create and administer a range of sport participation programmes, projects and initiatives. MLSP will continue to apply its resources efficiently and effectively so as maximize participation and get best value from these resources.

### Key Goals

- Increased resourcing of sport.
- Continued effective governance and administration of the MLSP.

### Key Challenges

- Attracting additional resources.
- Adhering to appropriate administration processes.
- Retaining our flexibility of action and our focus on local sport's needs.
- Sustaining an appropriate level of staff for the MLSP to function effectively.



<sup>16</sup> In kind resources include the provision of support staff and services from stakeholder partners.

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### PILLAR 4 Perform: Attract and administer resources

Ref.	Emphasis & Call to Action	Actions	Partners	Outcomes	Timetable
4.1	Attract Resources: National and Local	Continued structured pursuit of national core and project funding.  Continued engagement with stakeholder partners regarding local funding.  Identify and pursue MLSP sponsorship and revenue generating targets.	All agencies and stakeholders	A 20% increase in funding for the MLSP over the lifetime of the plan.  Annual sponsorship and revenue generating targets.	Commence Q1 2017 and accumulate over lifetime of the plan  Commence Q4 2017
4.2	Attract Resources: EU	Identify potential European Commission (EC) funding opportunities for infrastructure and or programmes.  Identify potential local and non-local EC project partners.	MLA, MLSP. EC	One EC funded project over the lifetime of this plan	Commence Q4 2018
4.3	Attract Resources: Staff	Identify and secure long-term funding for the Sport Inclusion Disability Officer and the Community Sports project Officer.	SI, MLA, HSE, HI, CARA + other agencies	Two sustained MLSP full time posts.	Commence Q2 2017
4.4	Administration: Finance	Continue to manage the finances of the MLSP according to best practice and in a transparent manner.	SI, MLA, MLSP	Annual audited accounts.	Ongoing



Ref.	Emphasis & Call to Action	Actions	Partners	Outcomes	Timetable
4.5	Administration: Operations	<p>Continue to adhere to and update the MLSP standard operating procedures.</p> <p>Continue to adhere to good governance and budget standards.</p> <p>Continue to monitor and evaluate the partnership and our programmes</p>	SI, MLA, MLSP	<p>Formal SOP process.</p> <p>Continue to update and implement our performance and evaluation template.</p> <p>Monitoring / evaluation templates developed and implemented.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Q2 2017</p>
4.6	Data Management	Continually update our databases and ensure the appropriate sharing and use of this data.	MLSP, MLA	Database management and use protocols.	Commence Q3 2017
4.7	Board	Continue to provide support for the MLSP Board in order that it can provide strategic leadership and oversight of the Partnership.	SI, MLSP	Board recruitment and induction process review.	Commence Q3 2017
4.8	Staff Management	Continue to support the staff of the MLSP through an appropriate and safe working environment and the opportunity for their review and ongoing training.	SI, MLA, MLSP	Annual staff review and training plan.	Commence Q3 2017 and continue annually thereafter



## APENDIX 1: CONSULTATION & REVIEW

### CONSULTATION AND REVIEW

A review of the MLSP was undertaken in May and June 2016 in preparation for this strategy, the following is an outline of the process and findings of this consultation and review process:

#### Consultation Process

A consultation process took place during the Strategic Plan review and development phases. This consultation had three primary formats:

1. Individual meetings with organisation, agency and community representatives.
2. Public open forums in Castlebar and Ballina.
3. An on-line public questionnaires for participants and sports clubs/organisations.

Over 90 questionnaires were received and the following organisations either attended open meetings / forums or gave feedback via online questionnaires

Ballina Swimming Pool/Club	Mayo District Motorsports Club	Achill GAA	Mayo Education Centre
Ballina Badminton ClubMayo	Football League	Ballina Community Games	Mayo Foroige District Council
Ballina Sports Centre	Mayo GAA	Mayo Mental Health	Flourish Project
Mayo North East Leader Partnership	GMIT (Sports Office)	Mayo School Boys League	HSE Health Promotion
Mayo Soccer League	Mayo Walks	Lacken GAA	Sport Forum
Mayo County Council	Swinford Golf Club	Mayo Traveller Support Group	Ballina Athletic Club
Mayo Sligo Leitrim ETB	Community Engagement Network	Connacht Branch IRFU	Community Action on Dementia
Castlebar Kayak Club	Castlebar Swimming Club	Ballina Family Resource	Centre The Family Centre
St Gerald's College Castlebar	Belcarra Handball Club	Western Care	Claremorris Golf Club
Claremorris Tennis Club	Ballina Rugby Club	Achill Tourism	Castlebar Fit4Life
Castlebar Special Olympics	Westport GAA	South West Mayo Leader Partnership	
Bonniconlon Irish Country Women's Association	HSE Mental Health		



## Structure and Approach

The findings of the consultation process are summarised briefly as follows:

- The MLSP continues to prioritise sports and physical activity programmes over facilities.
- The Board of the MLSP is representative and informed while the staff of the MLSP are perceived as having a 'finger on the pulse'. The sports forums, currently at a limited scale, appear to be effective as a means of guiding the MLSP especially with cultural groupings, such as the Traveller community and immigrants. There also appears to be a growing integration between the various sports related agencies in the County.
- While supporting a wide range of programmes, many of which are adapted for local needs, the MLSP increasingly has a proactive, coordinating and leadership role. A community setting approach is increasingly being used and this assists in capacity building for local sports provision.
- Participation sport programme sustainability continues to be at the forefront of the MLSP's approach, however some programmes are less sustainable than others and they require different 'step back' actions.
- The MLSP has the capacity to pursue and attract funding for a range of courses and programmes. There is also a reasonable level of locally sourced partner funding in place.

## Opportunities

- There is a growing recognition of the role of outdoor recreation sports as a means of recreational physical activity and tourism development.
- Additional local research (ethnographic and numerical), by the MLSP is suggested especially for areas such as disability sports, walking and cycling participation.
- The MLSP should consider pursuing additional EU funding under programmes such as Erasmus Sport and Horizon 2020.
- MLSP links with a diverse range of organisations and events, this open perspective and willingness to complement the work of others should be continued.
- The MLSP has the potential to complement the development of the outdoor tourism sector by underpinning local participation in these sports. However must be carefully balanced so as to not weaken or divert the MLSP away from its primary role of increasing the participation of the local community.
- Might successful sport infrastructure and participation co-operative models similar to that which has emerged on Achill Island, be synopsized and promoted by the MLSP?
- Expand the community focused sports participation plan for all of the towns in County Mayo? Might the MLSP Board meet in two or three venues during the year so as to foster and demonstrate its community wide perspective?
- There is an opportunity for the MLSP, the County Council and others to identify and prioritise any infrastructure gaps via a sports infrastructure development plan for the County.

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### Challenges

- There is a growing complexity in the use of social media as a communications format and as a consequence there is an increase in the volume of time and effort required by MLSP to manage these communication platforms.
- Given the growing pressures on MLSP staff it is likely that additional staff members will be required.
- There was significant positive comment regarding the range of sport and physical activity opportunities and facilities which are available in the County. However the Western and more remote parts of the County require additional support.
- The emerging 'Millennial' youth segments of the Generation Z and Generation Y are approaching sports in a different way than their predecessors.
- Is the experience and local sports participation knowledge of the MLSP being fully utilised in supporting sport and recreation planning decisions for residential and recreation spaces in the County. Might the MLSP have an enhanced role in guiding recreation facility planning?
- Given the success of facilities such as Lough Lannagh, are there other opportunities in the County for the MLSP to guide the development or integration of existing facilities into a spatial spread of sports hubs?
- Strategic thinking is required to identify the potential additional use of existing underutilised sports infrastructure?
- Changing sport trends requires that the MLSP must continue to scan the sports participation environment so as to pre-empt emerging trends.



## CONCLUSIONS



The MLSP is connected and responsive to local needs and it is effective in its actions. However, there are a number of challenges such as low population densities, ever-changing participation trends, the need for sustained impact and MLSP balancing the needs and opportunities in the sports and physical activity sector within its limited resources.

The strategic approaches being taken by MLSP are consistent with best practise in particular it seeks to advocate for the specific needs of its different communities, especially its target groups and the socially excluded. MLSP rather than deliver and leave, increasingly it capacity builds communities so that they can be self-sustaining in their provision of sports and physical activity for all of the life stages within their community.

The MLSP is aware and responds to the sensitivity and needs of the different cultures within the County and is increasing the range and locations of participation opportunities so that individuals can exercise personal choice.

The future course for the MLSP is one of considerable continuity and also where appropriate 'transformative change'. In taking this dual approach, care is required so that the MLSP can build on its progress, in particular its programing, relationship management and community focus, while also avoiding a too diverse range of responsibilities.



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