



Laois Sports Partnership

Annual Report 2021



LAOIS SPORTS PARTNERSHIP
CÓMHAIR SPÓIRT NA LAOISE

— SPORT IRELAND —



SPORT IRELAND
LOCAL SPORTS PARTNERSHIPS

Summary of Laois LSP Impact 2021

See next infographic of 2020 to Compare



SPORT IRELAND
LOCAL SPORTS PARTNERSHIPS

LAOIS SPORTS PARTNERSHIP
COMHAR SPÓIRT NA LAOISE

SPORT IRELAND

VS Laois LSP Impact for 2020



Summary of Laois LSP Impact 2020

€829,341 In
Total Funding Incl.
€67,440
In Kind
Funding

Sports Inclusion
Disability Prog.
1,059 Participants In
46
Programmes

321
Families Were
Supported By
Sports Inclusion
Disability Prog.
During Lockdown

379 Participants
On
24 Training
Courses



35 Clubs Received
Funding From
COVID-19
Small Club
Grant
Scheme

124 People From
Local Clubs
Received
Safeguarding
Training
(Child
Protection)



37 Clubs
Received
Funding Through
Community Hub,
Women In Sport & LSP
Activity
Grant Schemes

4,425
Participants
In 87 Locally
Delivered Programmes, Incl.
16 Women In Sport With
438 Participants

In excess of 25,000 people engaged with our activities online & through social media during Spring/Summer, Autumn, & Christmas lockdowns.

Contents



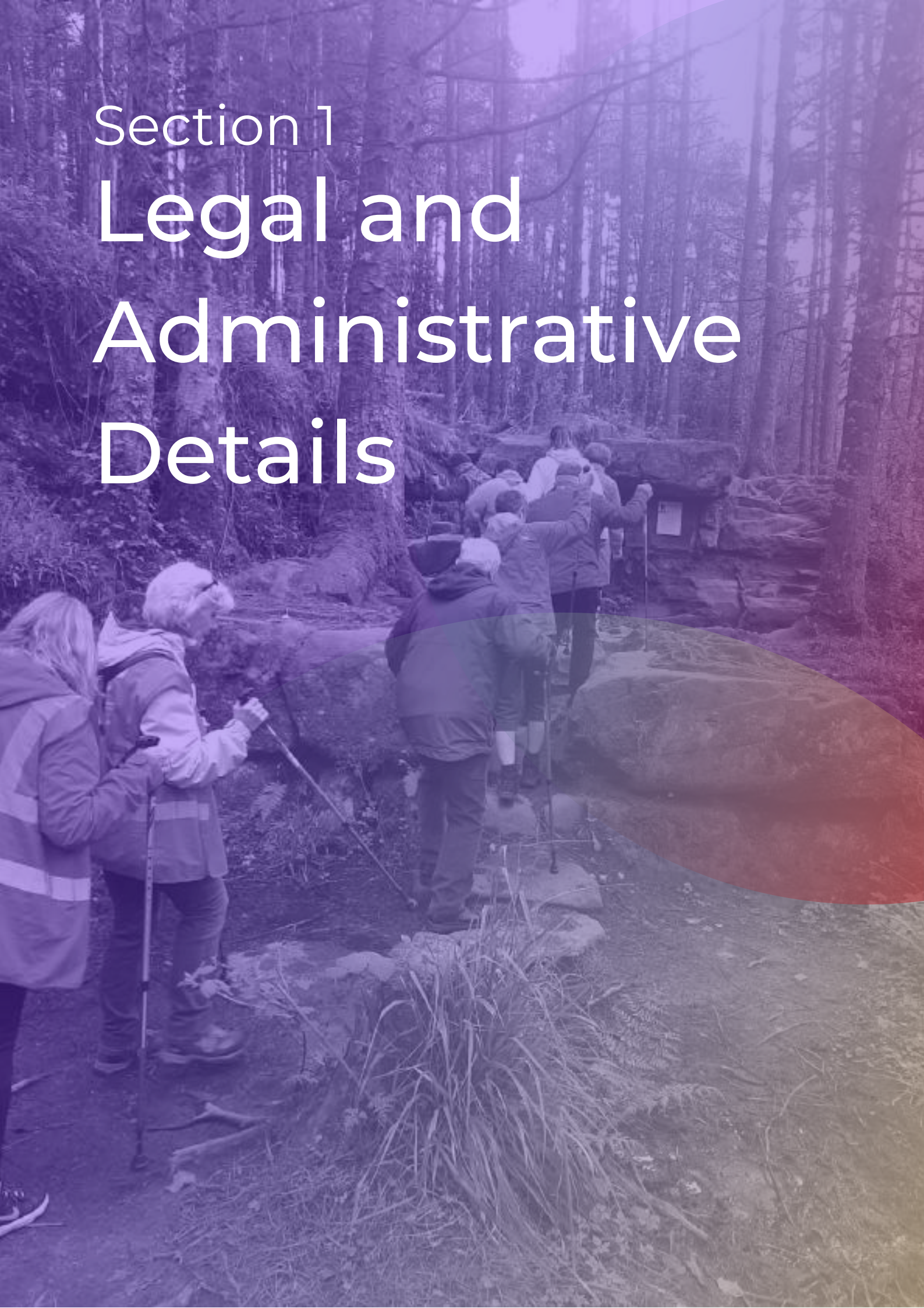
LAOIS SPORTS PARTNERSHIP
COMHAR SPÓIRT NA LAOISE
— SPORT IRELAND —

Section 1: Legal and Administrative	Page 4
Section 2: About the Organisation	Page 6
Section 3: Governance	Page 20
Section 4: Evaluation	Page 31
Section 5: Finances	Page 43
Section 5: Going Forward	Page 50



Section 1

Legal and Administrative Details



Legal and Administrative Details

Directors:

Eibhlin Smith
Niall Tully
Marian Condrón
Karen Phelan
Marian O'Boyle
Eavonne Donoghue
Ciaran Reilly
Garry Luttrell
David Hainsworth
Wesley Wilkinson

Company Registered Number:

346789

Registered Office:

Laois Sports Partnership CLG,
Laois Leisure,
Portlaoise,
Moneyballytyrrell,
Portlaoise,
Co. Laois.

Company Secretary:

Garry Luttrell

Chief Executive Officer/Manager:

Caroline Myers

Independent Auditor:

Kieran Burns

Principal Bankers:

Bank of Ireland,
Lyster Square,
Portlaoise,
Co. Laois.

Solicitors:

RDJ Solicitors



LAOIS SPORTS PARTNERSHIP

COMHAR SPÓIRT NA LAOISE

— SPORT IRELAND —

Section 1

About the Organisation



Chairperson Statement

of Laois Sports Partnership

The members of the Board of Directors have always taken their role very seriously and at every opportunity supported the development and continuation of sport, recreation and physical activity in Laois. Tasked with increasing this participation we are extremely fortunate to have a dedicated hardworking and committed Board and team, who have continued to be creative and unrelenting in these past few years particularly during the many challenges faced during COVID-19. As Chairperson of Laois Sports Partnership it has been very satisfying and rewarding for all of us to watch the position of the Sports Partnership in Laois move from a direct delivery role to a more focused leadership role, encouraging many more sports, clubs, communities, agencies and organisations to open up the possibilities for participation and engagement. This is the main activity which we will continue to develop and grow with your help and support, making Laois an even more vibrant hub for sport and physical activity. As my term of Chairperson ends it was my privilege to lead and support the Board and staff of LSP in developing a Governance framework and supporting the delivery of the Strategic Plan 2017-2021 during which we delivered over 689 programmes to 90,816 people participating and 190 training courses with 3,172 participants. We also increased our income from €352,530 in 2017 to in excess of €1million in 2021.

I am delighted to report that interagency and stakeholder collaboration is a major factor in the successful delivery of many participation opportunities for all and this year was no different. This report gives a snapshot of these interventions and the many resources created across new LSP social media channels.

With additional support of COVID-19, Dormant Accounts, Healthy Ireland Funding etc Laois Sports Partnership has been able to increase the provision of services to reach wider into communities; working to remove barriers to participation and continuing to showcase the positive impact that sport can have on people's lives. The Partnership has made significant advances and has particularly increased the number of locally delivered programmes through our SVT Community Sports Hub, Rathdowney Erill Activity Hub and newly established Bloom HQ Activity & Wellness Hub.

In excess of 19,350 people engaged with our activities online and face to face during 2021.

- 148 programmes delivered with 19,350 participants
- 22 Women in Sport programmes delivered to 1023 participants
- 44 programmes for people with disabilities delivered with 3,828 participants
- 45 training courses delivered with 590 participants
- 76 Clubs received funding through COVID19 Community Support Grant, Women in Sport and the LSP Sport & Physical Activity Small Grant Scheme
- 3rd Community Sports Hub established in Bloom HQ, Mountrath
- Received funding in excess of €1,000,000, €730,151 funding from Sport Ireland was received by Laois Sports Partnership to deliver on initiatives and COVID-19 supports

Chairperson Statement

of Laois Sports Partnership

Target groups focused on during 2021 included children and young people, families, teenage girls/women, disadvantaged communities, men over 45, older adults with integration initiatives, lifestyle intervention programmes and programmes for people with a disability.

Laois Sports Partnership will be steadfast in its efforts in achieving the full vision of new strategic plan 2022-2026 “Everybody Active in Laois”, working together to keep Laois active underpinned by our values of inclusion, collaboration, facilitation and partnership.

We now in Laois Sports Partnership, want all persons even those who do not take part in sports, easy access to both established and new sports as well as recreation and physical activity. It is also important that we continue to invest and develop our ranges of activities as there are ever increasing lifestyle health issues in Ireland. We work together with our local communities to create an environment that improves activity, health and wellbeing. With the population growth of the county it is key that Laois Sports Partnership continues to grow its strategic capacity and is supported as the lead agency for sports participation in County Laois.

Finally I would like to thank the staff of the LSP for their hard work, innovation and creativity in keeping Laois active. To all the Board members for their contribution and support throughout the year. To Sport Ireland, our partner agencies, volunteers, clubs and community voluntary organisations for their ongoing support and commitment to Laois Sports Partnership. I am confident that while the new Strategic plan 2022-2026 provides significant challenges Laois Sports Partnership will remain to continue on in a positive and productive manner to ensure this implementation of the visions and goals of LSP and I wish them every success for the future.



Eibhlin Smith

Chairperson

Laois Sports Partnership

Treasurer Statement

of Laois Sports Partnership

The majority of funding is provided by Sports Ireland and given the National policies and objectives in place to reduce obesity and sedentary lifestyle, the directors are confident that there will be no material reduction in funding for the foreseeable future. Laois Sports Partnership CLG is not dependent on voluntary contributions.

The other main risk we face is the ability to retain and recruit staff. For the first time in over 20 years, price and wage inflation is becoming a major issue, and this could impact on our ability to deliver the services at the price we had anticipated that it would cost. These issues are economic and national issues, and while some of them are outside the Board ability to control, they are regularly reviewed by the Board.

In relation to Covid the national vaccination program seems to have considerably reduced the impact of Covid the elderly and vulnerable sectors in our society. LSP worked hard to alter the way it delivered its programs, and we have learnt a lot about responding to challenges posed by pandemics, and are confident that we can adapt to any further challenges that Covid or world events can throw at us.

Laois Sports Partnership was fortunate not to be impacted financially and did not have to avail of the TWSS or EWSS Covid supports. Sports Ireland maintained its funding in 2021. Covid has not compromised the company's financial stability and LSP were able to deliver on their operational plan.

The surplus for the financial year amounted to €5,880. (2020: surplus €13,032)

We confirm that our organisation's compliance with the principles of the code was adopted in December 2021. Laois Sports Partnership have completed a Governance Framework 1 & 2 in conjunction with the IPA.

We are fully tax compliant and have up to date Access number.

There is adequate financial control systems in place to manage granted funds.

The measures taken by the directors to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records are the implementation of necessary policies and procedures for recording transactions, the employment of competent accounting personnel with appropriate expertise and the provision of adequate resources to the financial function. The accounting records of the company are located at Portlaoise Leisure Centre, Moneyballytyrrell, Portlaoise, Co. Laois.

In the case of each of the persons who are directors at the time this report is approved in accordance with section 332 of Companies Act 2014:

- so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and
- each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

Treasurer Statement

of Laois Sports Partnership

In common with many other businesses of our size and nature we use our auditors to assist with the preparation of the financial statements.

The Board maintained and implemented its Covid-19 Emergency Decision Framework for 2021 including LSP Treasurer approving payments via email and signing off electronically as well as executive signatures utilised supported by email confirmation. The Board adapted its procedures and processes to ensure it complied with public health guidelines, while ensuring it maintained supervision and control over the company operations and cashflows.

In accordance with Section 383(2) of the Companies Act 2014, the auditors, Burns Shanahan, Unit B4 Clonard Village, Wexford will continue in office.



Ciarán Deilly

Treasurer

Laois Sports Partnership

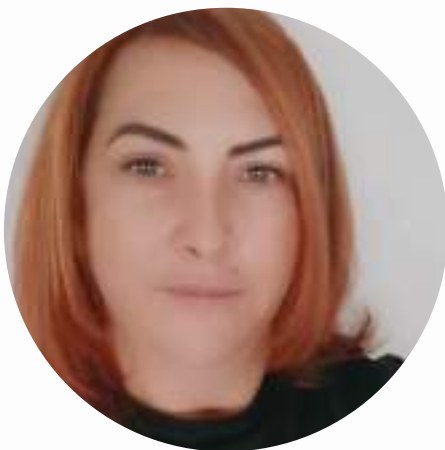
Manager/ Co-ordinators Message of Laois Sports Partnership

We are very proud to launch our 2021 annual report which brings to an end our 5 year Strategic Plan 2017-2021. We have a proven track record of partnership working as well as accomplishment of delivery led by a strong team. We also greatly value the contribution of volunteers within sports clubs and community groups who are crucial in providing regular Physical Activity and Sporting Opportunities throughout Laois. Key to the success of Laois Sports Partnership has been the strong involvement, support and investment by our partners, agencies, stakeholders clubs and community organisations. This partnership approach to the planning, delivering and resourcing of LSP projects and programmes has resulted in a greater impact within the communities and County. During the lifetime of our Strategic Plan 2017-2021 we delivered over 689 programmes to 90,816 people participating and 190 training courses with 3,172 participants. We also increased our income from €352,530 in 2017 to in excess of €1 million in 2021.

In excess of 19,350 people engaged with our activities online and face to face during 2021 and we were delighted to establish our 3rd Community Sports Hub in Bloom HQ, Mountrath.

In 2021, Sport Ireland allocated €730,151 in programme funding to the LSP Network a decrease from the 2020 investment. However funding from other sources and partner agencies saw the LSP reach in excess of €1 million in 2021. Programme funding is at the core of the LSP's engagement with participants and allows for the delivery of a range of community, club and school based initiatives, programmes and events.

On a final note, I would like to thank the Board for their time and support throughout the year and to the LSP team for their tireless, dedication and work as well as our partner agencies, clubs and organisations, schools and all the volunteers, who contributed to the successful delivery and accessibility of sport and physical activity opportunities at a local community level throughout our Strategic Plan 2017-2021. Everyone has played a vital role in connecting people and communities through sport and physical activity and I look forward to a bright 2022 where we will celebrate our 21st birthday and continue to be the lead agency for sport and physical activity and grow participation.



Caroline Myers

Manager

Laois Sports Partnership

Laois Sports Partnership Purpose & Objectives

Purpose

To act as a local sports partnership pursuant to an initiative of Sport Ireland, to allocate and distribute and to assist in the allocation and distribution of funds for sports activities, to administer and develop and to assist in the administration and development of sport at local level; and To enhance and improve and to assist others in enhancing and improving, coaching in sports at a local level, to encourage increased levels of local participation in sport, to develop and promote and assist others in the development and promotion of local sports clubs, to develop volunteer training, to compile and assist others in their compilation of local directories of sports bodies and facilities, to engage or assist others in engaging in research on sport at local level in keeping with Sport Ireland research policy, to make arrangements for the better use of existing sports facilities, to establish clear priorities for local facility provision and improvement with related quality management initiatives, to provide links between schools and clubs and between schools and the national governing bodies of sport, to promote and run and assist in the promotion and running of local sports competitions and other events.

Vision

The vision of the Board of Laois Sports Partnership is for lifelong participation in sports and physical activities in county Laois.

Mission Statement

“Lead, Co-ordinate, Support, Inform and Deliver a range of Sports and Physical Activity opportunities for our community.”

Values

The Board of Laois LSP values opportunities for all and particular supports for some.

Key Objectives

- Increase levels of participation
- More sustainable infrastructure
- Greater access to training & education
- Improved access to information

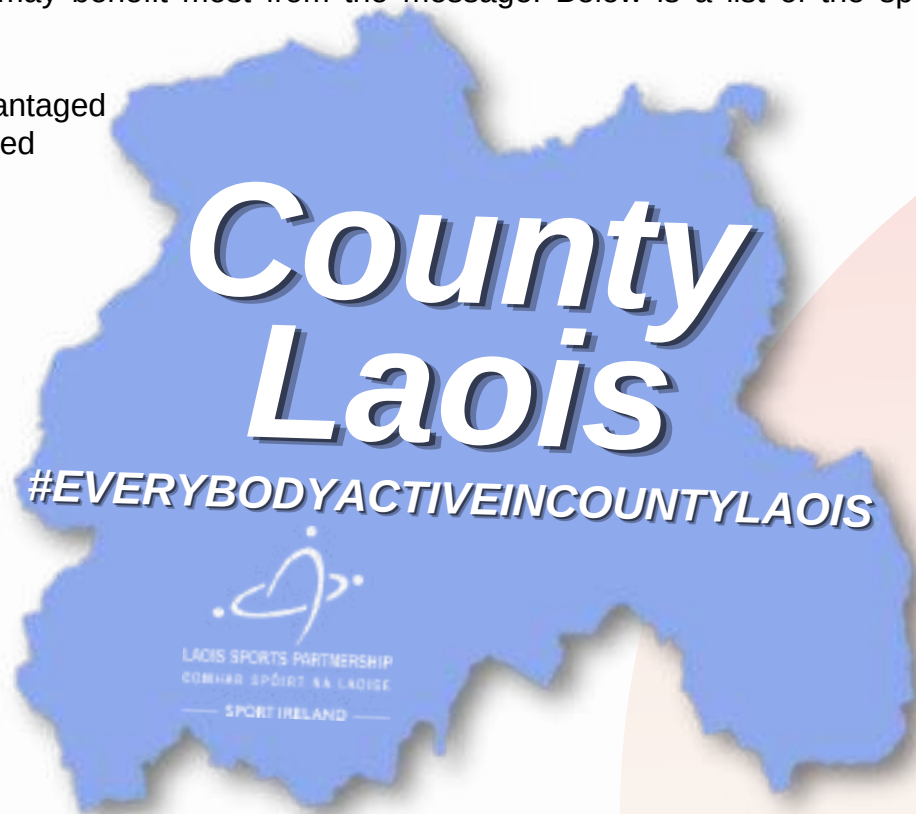
Main Objectives

1. Co-ordinate, lead and monitor recreational sports and physical activities in county Laois through partnership work
2. Increase the number of people taking part in sports and physical activities in county Laois.
3. Deliver sustained participation in sports and physical activity
4. Support the needs of physical activity recreational and competitive for groups and individuals
5. Communicate the sports and physical activity opportunities in the county of Laois.

Beneficiaries

The people of Laois would be considered the beneficiaries of Laois Sports Partnership. The Vision and the Mission for Laois LSP is to support all those within Laois to be active, However, within the general population of Laois there are specific groups we may try to target depending on the activities planned and who may benefit most from the message. Below is a list of the specific groups we may try target:

- Social-Economic Disadvantaged
- Educational Disadvantaged
- Disability
- Older Adults
- Ethnic Minorities
- Young People



Main Activities

The outcomes sought from the Local Sports Partnerships by Sport Ireland include:

- Enhanced planning of sport at local level.
- Increased levels of local participation, especially amongst specific target groups e.g., older people, girls and women, people with disabilities, unemployed people and those who live in identified disadvantaged communities.
- Club development & volunteer training.
- Local directories of sports bodies and facilities.
- Clear priorities for facility provision and improvement, with related quality management initiatives.
- School/ club/ community and school/ National Governing Body links.
- Local sports events.

To achieve these outcomes, the three main functions of LSPs are summarised by Sport Ireland as:

1. Information: Resource audits and a needs analysis which can be used as a basis for planning at local level.
2. Education: To provide training opportunities, courses and to facilitate participation.
3. Implementation: Strategic plans used to implement local programmes based on local requirements, to maximise the impact and benefit of national programmes at the local level and to market and promote sport and physical activity.



Monitoring and Evaluation of Strategy 2017-2021

Theme 1: Co-ordinate, lead and monitor recreational sports and physical activities in county Laois through partnership work

Actions	Completed
<ul style="list-style-type: none"> • Deliver new programmes/initiatives 	✓
<ul style="list-style-type: none"> • LSP to be a sports hub for sporting communities within Laois 	✓
<ul style="list-style-type: none"> • Develop and facilitate local projects 	✓
<ul style="list-style-type: none"> • Influence policies of Local & National plans 	✓
<ul style="list-style-type: none"> • Build and create networking opportunities 	✓
<ul style="list-style-type: none"> • Ensure LSP continues to practice good governance 	✓
<ul style="list-style-type: none"> • Develop a disability action plan to ensure participation for all 	✓
<ul style="list-style-type: none"> • Continue upskilling of staff and board members 	✓
<ul style="list-style-type: none"> • Monitor & Evaluate progress of actions and outcomes 	✓



Monitoring and Evaluation of Strategy 2017-2021

Theme 2: Increase the number of people taking part in sports and physical activities in county Laois

Actions	Completed
<ul style="list-style-type: none"> Working in partnership to deliver programmes to marginalised communities 	✓
<ul style="list-style-type: none"> Continue to build capacity on current programmes 	✓
<ul style="list-style-type: none"> Increase the number of people with disabilities participating in sports and physical activities 	✓
<ul style="list-style-type: none"> Increase the number of participation opportunities for people with disabilities to participate in sports and physical activity 	✓
<ul style="list-style-type: none"> Support clubs in the development of programmes to increase participation 	✓
<ul style="list-style-type: none"> Monitor & evaluate progress of actions and outcomes 	✓



Monitoring and Evaluation of Strategy 2017-2021

Theme 3: Deliver sustained participation in sports and physical activity

Actions	Completed
<ul style="list-style-type: none"> • Develop a Community Sports Hub 	✓
<ul style="list-style-type: none"> • Deliver training and education courses 	✓
<ul style="list-style-type: none"> • Develop a youth, sport & leadership training programme 	✓
<ul style="list-style-type: none"> • Deliver and facilitate local and national programmes 	✓
<ul style="list-style-type: none"> • Create training plan for care staff working with people with disabilities 	✓
<ul style="list-style-type: none"> • Monitor & evaluate progress of actions and outcomes 	✓



Monitoring and Evaluation of Strategy 2017-2021

Theme 4: Support the needs of individuals & groups for physical activity, recreational and competitiveness

Actions	Completed
<ul style="list-style-type: none"> Promoting Laois County Council's new and existing facilities and infrastructure 	<p>✓</p>
<ul style="list-style-type: none"> Support club development & sports capital grants 	<p>✓</p>
<ul style="list-style-type: none"> We will support the work and skill development of volunteers 	<p>✓</p>
<ul style="list-style-type: none"> Ensure that all LSP programmes are adaptable for people with disabilities 	<p>✓</p>
<ul style="list-style-type: none"> Promote the benefits of physical activity & wellbeing 	<p>✓</p>
<ul style="list-style-type: none"> Monitor & evaluate progress of actions and outcomes 	<p>✓</p>



Monitoring and Evaluation of Strategy 2017-2021

Theme 5: Communicate the sports and physical activity opportunities in the county

Actions	Completed
<ul style="list-style-type: none"> Update and maintain club's directory (Web Verison) 	✓
<ul style="list-style-type: none"> Continue to explore all avenues of media and utilise (print/digital) 	✓
<ul style="list-style-type: none"> Disseminate information provided by Sport Ireland and all sporting organisations to clubs, the community, statutory & voluntary sector etc. 	✓
<ul style="list-style-type: none"> Provide information on physical activity for people with disabilities and update database of diability organisations 	✓
<ul style="list-style-type: none"> Work with the HSE to promote and support their national programmes 	✓
<ul style="list-style-type: none"> Promote the key messages of National Physical Activity Plan & Healthy Ireland Framework 	✓
<ul style="list-style-type: none"> Monitor and evaluate progress of actions and outcomes 	✓



Section 2

Governance



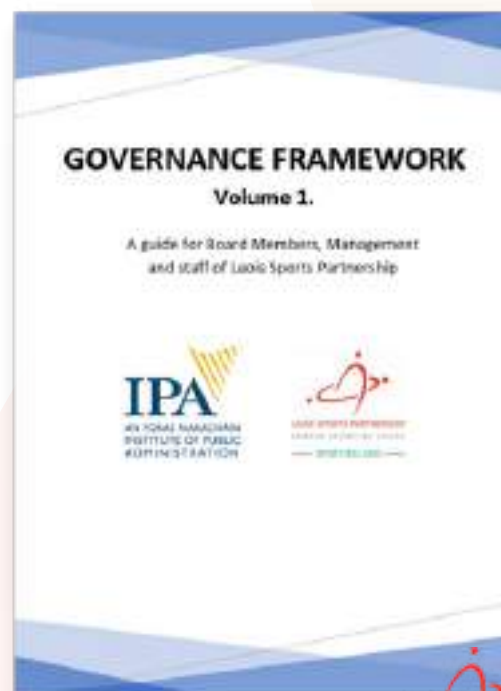
Organisation and Governance



Governance Standards

The National Sports Policy 2017-2028 tasked Sport Ireland with the overseeing of a process whereby all National Governing Bodies of Sport (NGB's) and Local Sports Partnerships (LSP's) adopt the Code by the end of 2021.

Laois Sports Partnership completed a Governance Framework 1 & 2 for the LSP in conjunction with the IPA and received Governance Code status at the end of 2021.



Organisation and Governance Structure

Laois Sports Partnership was established in 2001 as a Company Limited by Guarantee (CLG). The organisational structure of voluntary board of 11 directors, staff team, coordinator and a number of seasonal coaches and volunteers who support programme delivery. This is illustrated in the diagram below:



Sub Committees

Finance	Mr. Garry Lutrell, Ms. Eibhlin Smith, Mr. Ciaran Reilly, Ms Caroline Myers
Grants	Ms. Eibhlin Smith, Mr. Jamie O’Hanlon, Ms. Caroline Myers
Executive/HR	Mr. Louis Brennan, Ms. Eibhlin Smith, Mr. Jamie O’Hanlon, Ms. Caroline Myers
Strategic	Ms. Clodagh, Ms. Eibhlin Smith, Ms. Caroline Myers
FARC	Ms. Emer Mc Carthy, Mr. Paul Culleton, Ms. Eibhlin Smith

Organisation and Governance

Laois Sports Partnership Board

Eibhlin Smith Chairperson	Ciaran Reilly Club Representative	Wes Wilkinson Laois County Council	Nial Tully Laois Offaly ETB
Marion O'Boyle Secondary Schools Representative	Karen Phelan Primary Schools Representative	Clodagh Armitage Health Service Executive	David Hainsworth Club Representative
Naeem Iqbal Service Provider	Marian Condren Laois PPN	Louis Brennan Honorary Board Member	

Finance Audit Risk Committee

Emer Mc Carthy	Paul Culleton	Eiblin Smith
-----------------------	----------------------	---------------------

Laois Sports Partnership Team

Caroline Myers Co-ordinator/ Manager	Thomas Guilfoyle Administrator	Catriona Slattery Sport Inclusion Disability Officer
Eimear Bryant Community Sports Development Officer	Ciarán Cafferkey Communications Offcier	
Bloom HQ Sports & Activity Hub	Rathdowney Errill Activity Hub	SVT Activity & Wellness Hub

Organisation and Governance

Role of The Board

The Board is collectively responsible for leading and directing Laois LSP, supervising the management of the organisation, and reporting on stewardship and performance. This collective responsibility is typically detailed in the schedule of matters; known as reserved functions, which the board must perform, and a sample is listed in the appendices. It is important to confirm that the co-ordinator is the accountable person to the Board for the delivery of its strategic plan and operational priorities and performance. The duties of Laois LSP Board, as set out in the Board Terms of Reference in the appendices, include:

- Setting the strategic direction and reviewing progress.
- Keeping up to date on strategic issues and changes affecting Laois LSP.
- Monitoring organisational performance.
- Ensuring that legal, regulatory, and governance obligations are adhered to.
- Monitoring and assessing its performance and that of its committees.

The Board is responsible for the oversight of the organisation's financial governance and financial management, and internal control. As outlined in its schedule of matters, the Board makes key decisions around financial management. In particular, the Board has responsibility for:

- Approving the annual budget and operational plan and monitoring of its implementation.
- Approving of draft accounts of Laois LSP, prepared after the end of the financial year and engaging with the external auditor.
- Determining annually the effectiveness of Laois LSP's system of internal controls, including financial controls. For example, role and responsibilities, cash and cheque procedures, recording, payments and direct debits, purchasing, wages, and salaries, etc.
- Approving of banking arrangements.
- Approving delegated LSP levels (including spending thresholds).
- Determining and approving procedures to monitor, report, and enforce the relevant rules
- and requirements as set by the different funding sources contributing to Laois LSP.

Tenure of the Board

The term limit for board members are as follows:

- Executive - 5 Years
- General - 7 Years



Organisation and Governance

Appointment to the Board

Recruitment of board members is done via statutory agency appointments and an online expression of interest form which is sent out to relevant stakeholders (clubs, communities & service providers). Following completion of this form, interviews are conducted by the Executive Committee. Recommendations of the Executive Committee are then brought to the board for approval and ratification. Upon appointment, the Manager and the Chairperson meet with the chosen individuals to carry out the board induction process prior to commencing their role on the board.

Board Meetings & Attendance

The Laois LSP Board meets on a bi-monthly basis as per the requirement of at least six meetings per annum. A quorum of 5 is required for a meeting of the LSP as per the constitution.

Board Decision Making

Our Financial Audit & Risk Committee sit outside the board of the LSP and have advisory capacity only and report regularly to the board to support decision making on finances, risks and audits.

The Executive Committee's function is to oversee management of the LSP and feed information/ report to the board for decision making.

Regular meetings of Sub-Committees (Finance, Governance, Executive, Strategic and FARC) provide oversight for the board in its decision making process.

Every decision taken at a Board meeting shall be determined by a majority of the votes of members present and voting on the question, and in the case of an equal division of votes the Chairperson of the meeting shall be given a second chance or a casting vote save where the question is the election of the chairperson of the Board.

Performance Management Policy

It is the company's aim for each person to have performance meetings with their manager on a regular basis. Informal weekly meetings with your line manager will take place where immediate and direct feedback will be given on performance management objectives. Quarterly review meetings will take place with the Manager to discuss performance to date and objectives for the following quarter will be agreed. This meeting will also provide the basis for an in-depth discussion between the employee and their manager, on their performance of their duties and any development needs assessed.

These meetings do not replace the on-going day to day communication the employee has with their manager regarding their work or performance, they are dedicated events during the year that are focused solely on the employee and their performance and development.

The review meetings are aimed to provide an opportunity for the manager to meet with the employee to discuss performance for the previous period and to set out and agree a set of goals and objectives for the review period ahead and then to discuss the training and development needs to enable the employee to achieve their potential. Each employee will receive frequent and specific feedback on their progress and recognition of their performance as individuals and as a team member.

Performance standards that are agreed when setting goals are directly related to the key result areas needed by the business. The overall process is a partnership between the employee and the company and therefore it needs to be dynamic as well as being able to react to changing conditions and it needs to maximise the opportunity for individuals to perform.

Organisation and Governance



Reserves

The Reserves of Laois Sports Partnership Company Limited represent the surplus of the companies Assets over its Liabilities and every year the surplus of income over expenditure is transferred to Reserves. Reserves help to maintain financial stability and allow the company to meet its commitments, and deliver services, even when unexpected events or costs arise, and there is no predefined minimum or maximum levels. The Reserves exclude restricted funds that must be spent in a specific way. Such funds are recognised as liabilities, as explained in the income recognition accounting policy.

A formal policy on reserves was reviewed at the meeting of the executive committee on 3rd June 2021.

It states:

The Board has set a reserves policy which requires:

- Reserves be maintained at a level which ensures that Laois Sports Partnership core activity could continue during a period of unforeseen difficulty.
- A proportion of reserves be maintained in a readily realisable form.

The calculation of the required level of reserves is an integral part of the organisation's planning, budget and forecast cycle and does not take into account deferred income.

It takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted.
- Planned activity level.
- Organisation's commitments.

For 2022, the committee agreed that the most appropriate level of reserves should be kept at the level of €50,000.

Organisation and Governance

Risks and Conflicts of Interest Management

Risk Management Policy

The purpose of the Laois LSP Policy is to provide a framework for management to identify, assess and rate risks, and to develop strategies to deal with risks to provide reasonable assurance that LSP's strategic objectives will be achieved in accordance with the organisation's risk appetite.

The Risk Management Policy sets, in effect, the framework in which risks/uncertainty (threats and opportunities) will be managed by each LSP. As part of this overall RMP, it is expected that the Board of each LSP, in conjunction with the co-ordinator, will develop a risk appetite statement for the organisation. The risk process is expected to yield a risk register to reflect current or emerging uncertainties and actions in place to address the threats and exploit the opportunities. Risk registers are "live" documents that need to be regularly reviewed to ensure they capture current uncertainties, threats, vulnerabilities, and opportunities.

The Risk Management Framework

It is an iterative process consisting of steps which when taken in sequence, enable continual improvement in risk management and decision making. It constitutes a logical and systematic method of identifying, analysing, evaluating, treating, monitoring, and communicating risks associated with any activity, function, or process in a way that will enable the LSP to minimise losses and maximise opportunities. The Risk Management Framework provides assurance from the co-ordinator and staff to the Finance Audit & Risk Committee and Board. Effective risk management focuses on understanding and measuring risk rather than necessarily avoiding or totally eliminating it, and within the LSP, it comprises the following components: Risk Identification, Risk Assessment, Risk Matrix, Risk Treatment, Risk Monitoring and Reporting, Risk Appetite, Risk Escalation.

Conflict of Interest

The process for recording declarations of conflicts of interest of the Committee members will be the same used at Board level. Each member of the Committee will take personal responsibility to declare any potential conflict of interest arising in relation to any items on the agenda for Strategy Committee meetings. The Committee will specify its procedures where a conflict of interest arises in the context of a particular agenda item, including a requirement that the relevant member brings the potential conflict of interest to the attention of the chairperson and, where necessary, leaves the room for the duration of the discussion of the item and does not take part in any decisions relating to the item. Similar arrangements should apply in relation to meeting documentation, with documentation relating to the item not being made available to the member. This should be noted in the minutes of the meeting.



Staffing & Volunteers

Laois Sports Partnership employs four full time staff members as well as one part time staff member. Laois LSP also facilitates the placement of Community Employment Scheme Participants, TÚS Participants, Jobs Bridge internships as well as work experience students, All of which assist in the delivery of sporting activities throughout County Laois.

Full Time Staff

1. Co-ordinator/Manager (Ms. Caroline Myers)
2. Administrator (Mr. Thomas Guilfoyle)
3. Community Sports Development Officer (Ms. Eimear Bryant)
4. Communications Officer (Mr. Ciarán Cafferkey)

Part Time Staff

1. Sports Inclusion Disability Officer (Ms. Catriona Slattery)

Contracted Staff

1. Rathdowney Errill (x1)
2. Bloom HQ (x1)

Board Member Induction Process

Induction to the Board of Laois LSP will occur as soon as possible after an individual has been selected to join the Board. In all cases, this will take place before attendance at their first meeting. Induction is the joint responsibility of the chairperson, co-ordinator, and Company Secretary and will involve:

- A meeting in which the following will be introduced: the role and aims of Laois LSP, its governance structures, its core activities, history and successes, an introduction as to how the Board functions, as well as the role and responsibilities of becoming a member of the Board.
- A new board member or director will receive an induction pack which will include at a minimum:
 - A copy of the Governance Framework.
 - The current strategic plan.
 - The current Annual Operation Plan for the organisation.
 - Minutes of the previous 3 Board meetings.
 - The Financial procedures and procurement manual.
 - A copy of the Memorandum and Articles of Association.
 - A copy of the most recent set of Audited Accounts.
 - A copy of the most recent Annual Report.
 - A copy of their B10 (once submitted to the CRO).
 - A list of Board members and their contact details.
 - A copy of the organisation's risk management policy.

New Board members will be booked onto appropriate training in Governance as soon as is possible following their appointment to the Board. Board members will sign a training register for both induction and corporate governance training when complete.

Laois Sports Partnership Board Members

Chairperson

Name: Ms. Eibhlin Smith
Date Joined Board: 2015
Years on Board: 7
In current Position Since: 03/07/2017
Years in Current Position: 7
Organisation From: Laois PPN

Skills and Qualifications

Change Management, Strategic Planning & Management, Governance, HR, Leadership, Conflict Resolution, Strong knowledge of sporting sector and community & voluntary organisations as well as statutory agencies.

Treasurer

Name: Ciaran Reilly
Date Joined Board: 2018
Years on Board: 4
In current Position Since: 18/06/2018
Years in Current Position: 3
Organisation From: Club Representative

Skills and Qualifications

Leadership, Governance, Conflict Resolution, Networks and sector relationships, Strategic Planning & Management, knowledge of the sport and recreation sector.

Board Member

Name: Clodagh Armitage
Date Joined Board: 2008
Years on Board: 14
In current Position Since:
Years in Current Position: 12
Organisation From: HSE Representative

Skills and Qualifications

Understanding of wider recreational activities/issues, Diversity & inclusion

Director

Name: Marion Condron
Date Joined Board: 2015
Years on Board: 7
In current Position Since: 01/09/2015
Years in Current Position: 7
Organisation From: Laois PPN

Skills and Qualifications

Diversity & inclusion, knowledge of sport and recreation sector

Director

Name: Karen Phelan
Date Joined Board: 2015
Years on Board: 7
In current Position Since: 01/09/2015
Years in Current Position: 7
Organisation From: Primary School Representative

Skills and Qualifications

Schools and High Education, Member relations, Knowledge of the sport and recreation sector

Director

Name: Wes Wilkinson
Date Joined Board: 2018
Years on Board: 4
In current Position Since: 18/06/2018
Years in Current Position: 4
Organisation From: Laois County Council

Skills and Qualifications
 Consultancy, Policy Implementation, Leadership

Secretary

Name: Garry Luttrell
Date Joined Board: 2018
Years on Board: 4
In current Position Since: 18/06/2018
Years in Current Position: 4
Organisation From: Club Representative

Skills and Qualifications
 Knowledge of sport and recreation sector, policy implementation, networks

Director

Name: David Hainsworth
Date Joined Board: 2018
Years on Board: 4
In current Position Since: 18/06/2018
Years in Current Position: 4
Organisation From: Club Representative

Skills and Qualifications
 Knowledge of sport and recreation sector, policy implementation, networks, HR

Director

Name: Niall Tully
Date Joined Board: 2020
Years on Board: 2
In current Position Since: 14/09/2020
Years in Current Position: 2
Organisation From: Laois Offaly Education Training Board

Skills and Qualifications
 Schools and High Education, Member relations, Knowledge of the sport and recreation sector

Director

Name: Naeem Iqbal
Date Joined Board: 2022
Years on Board: 0
In current Position Since: 25/04/2022
Years in Current Position: 0
Organisation From: Service Provider

Skills and Qualifications
 Finance, Leadership, knowledge of sport sector, policy implementation and networks.

Director

Name: Marion O'Boyle
Date Joined Board: 2015
Years on Board: 7
In current Position Since: 01/09/2015
Years in Current Position: 7
Organisation From: Secondary School Representative

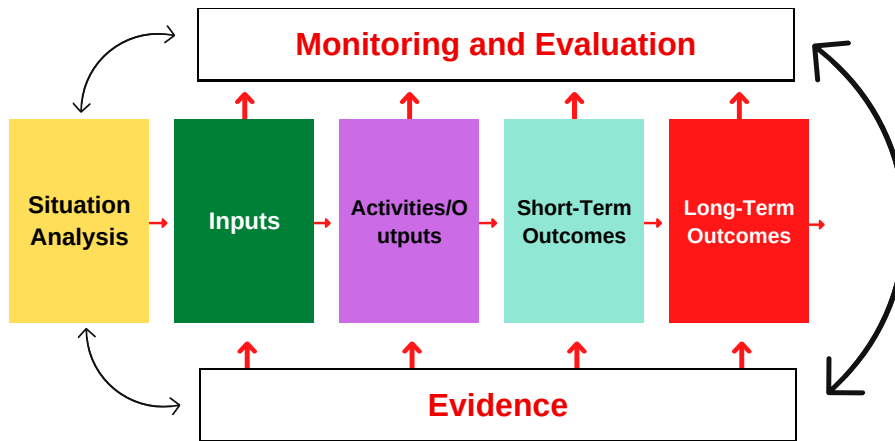
Skills and Qualifications
 Schools and High Education, Member relations, Knowledge of the sport and recreation sector

A photograph of two cyclists riding on a gravel path. The cyclist in the foreground is wearing a light-colored jacket and a helmet, and is looking back over their shoulder. The cyclist in the background is wearing a dark jacket and a helmet, and is looking forward. The path is surrounded by trees and a field. The image has a color gradient overlay, transitioning from yellow at the top to red at the bottom.

Section 3

Evaluation

The Logic Model for Evaluation



Laois Sports Partnership uses the logic model, which is a graphic illustration of the relationship between a program’s resources, activities, and its Intended effects. Logic models clearly and concisely show how interventions affect behaviour and achieve a goal. They can be described as road maps that specify causal pathways and the step-by-step relationship between planned work and intended results. Specifically, a logic model is a visual way to illustrate the resources or inputs required to implement a program, the activities and outputs of a program, and the desired program outcomes (short-term, long-term).

Annual Operational Plan

2021 Operational Plan											
LSP Name	Strategic Goal	Objective	Action	Staff Lead	Main Funding Partner	Main Delivery Partner	Action Output	Action Category	Behaviour Change Theory-Primary COY-B Effect of the action (where applicable)		
Operational Planning for activity based actions only											
Quantifying (where applicable)				Target Group (where applicable)							
Target Number of Programmes/Courses /Events	Target Number of Participants	Gender	Age	Ability	Socio-economic disadvantage	Ethnicity					
Reporting for all actions		Reporting for activity based actions									
Cost to LSP (incl. Core Staff Time & Operating Costs)	Level of completion	Name of initiative (breakdown by)	Name of initiative	Type of Sport/Activity	Primary Delivery Mechanisms	No of events/course s/programme s/delivered	Duration of programme/ initiative in weeks	No of sessions in programme / initiative	Duration of each session (hrs)		
Reporting on Reach							Reporting on Evaluation				
No of Adults		No of Youth			PWD		Total No. of participants	Was the Single Item Measure used to capture PA levels of participants?			
Total	Males	Females	Other	Total	Boys	Girls				Other	Total

The images above represent the headings in the LSP's Annual Operational Plan. The document is used as a guide for planning, evaluation and reporting of all LSP actions and activities for the year.

Action Through Covid-19

As the pandemic continued into 2021 we faced many of the same challenges as in 2020. The biggest challenge was the lack of face to face interaction with colleagues and the community.

With regards to continuing business, requirements and commitments of Laois Sports Partnership we held meetings through Zoom as per best practice guidelines set down by the Government.

These meetings were attended by all and a clear oversight of all functions was presented to the Board of the LSP. No meetings were held face to face as per government framework.

Policies of the Laois Sports Partnership Covid-19 emergency decision in 2020 continued to be followed in 2021, below is a list of decisions made as part of the reviewed governance framework:

1. LSP Treasurer during COVID-19 restrictions will sign off the payments electronically but the Treasurer will still have to approve all payments by email.
2. In the event that the Executive Member with signature authority becomes ill due to COVID-19, then the signing of documents will cascade as per role. Chairperson, Vice Chairperson, Treasurer. The decision is that the Chairperson and Vice Chairperson can sign payments only if the Treasurer is unable to do so.
3. No electronic signatures can be used if the person is out sick.
4. If the Chairperson is unavailable due to COVID-19 the the Vice Chairperson can sign documents.
5. Electronic Signatures will be used during COVID-19 Pandemic and all decisions will be subject to being supported by email from signee.
6. All other issues such as HR will be dealt by Caroline Myers with regular updates given to the Chairperson on any issues that arise.
7. Force Majeure Leave may be used in the event of staff becoming ill while they apply for COVID-19 payment through the Department of Social Protection. They follow medical advice and all information is on www.HSE.ie

Performance through Covid-19

The output in 2021 surpassed outputs in the previous year. The number of participants in sports inclusion disability programmes tripled compared to 2020, with 3,828 participants taking part in 44 programmes. Delivery of safeguarding and training courses also increased in 2021. The use of online tools for engagement such as Zoom and social media remained along with providing resources such as equipment to those more effected by COVID-19, allowing all to remain active during the Pandemic.

More examples of the LSP's impact can be seen on the inside page of this document.

Case Study 1: Community Coaching Level 2

Purpose

To provide the participants with industry recognised leisure qualifications that would allow the participants to gain employment or upskill in the leisure environment.

Aims

The aim of the level 2 community coaching programme is to give the participant the following recognised qualifications the RLSS National Pool Lifeguard Qualification Gen 9. Swim Ireland level 1 Swimming teachers' qualification.

Running the Programme

Laois Sports Partnership ran an initiative called Level 2 community coaching. This course would run over a six weeks program for three days a week. Tuesday, Wednesday & Thursday from 10.00am-3.30pm.

To run the level two community coaching course involved the collaboration of the following organisation and companies. Laois sports Partnership, Laois Leisure, R.L.S.S. & Swim Ireland. Laois Sports partnership advertised the course and Laois leisure arranged a pre-entry assessment day. Participants had to be able to swim 100 metres on their back and front, recover and object from the deepest part of the pool, swim two lengths in 60 secs, tread water for 30 secs and climb out of the pool unassisted. The course received 12 interests with the final uptake number being six. The six fall offs were due to participants not being able to commit to the three days a week the course would be running for. The location for the course was at Portlaoise leisure centre. Laois leisure provided the Trainer and independent assessor for the lifeguard course and swim Ireland provided the trainer for the swimming teacher's course.

Outcomes

From the six participants that participated on the course five of them have gained their Lifeguard qualification and 6 of them have gained them. Two of the participants have gained full time employment in the leisure industry and 2 have gained part-time employment in the leisure industry.

Next Steps

The participants could avail of a level three community coaching course which involves Gym instruction. This would give the participant a well round level of qualifications in the leisure industry and would make them more employable.

Testimonials

"The course was ran well. thoroughly enjoyed, I feel confident in the skills I have gained" (Patrick)

"Good, well presented and easy to follow" (Sean).

"Superb Communication and delivery" (Robert)

Figures & Findings



12 people expressed interest



7 people started the course



6 people completed the course



4 people gained employment
(2 Full Time/ 2 Part Time)

Case Study 2: Stay in Golf 2021

Primary Target Group

Women in Sport

Participants

26

Programme Partners:

Laois Sports Partnership CSDO

The Heath Golf Club

Ladies Golf Committee Heath Golf Club



Background

The programme originated from previous programmes that were set up in 2019/2020. These programmes were known as Get into Golf. This programme targeted women who were interested in taking up golf. The programme consisted of golf lessons for 4 weeks followed by beginner golf competitions with hopes that the participants became members of the golf club when finished. Due to covid-19, restrictions were put in place for 2020 and 2021 which led to a decrease in women signing up to the golf society. The women that previously took part in the Get into Golf programme were still keen to participate in golf but did not feel confident enough to do so. Contacts were made with the Womens golf society in the Heath Golf Club and zoom meetings were held. This is where we decided to create a programme for existing participants of the previous programmes to come join a refresher programme called "Stay in Golf". This consisted of one-to-one lessons, a buddy system where participants would join together and practise their skills followed by entering in golf competitions. The evidence showed that the women felt more confident in joining club competitions if they had more practise. Due to covid this was not able to happen as sports facilities were closed.

Objectives

- To get all participants who signed up to previous golf programmes to sign up to the new existing programme.
- To increase participation in golf amongst women.
- To increase membership amongst women in the Golfing society.



Case Study 2: Stay in Golf 2021



Programme Description

STAGE ONE: January – May

This time of year, focused on participants obtaining a handicap. This will be determined by ongoing practise, competitions, and mentor decisions. The maximum handicap to obtain is 54.

Participants will be assigned a mentor. The mentor will go through counting shots, rules, and etiquette. The mentor will mark 6 X9 hole cards to determine their handicap.

Weekly activities will be organised such as beginner competitions and weekly team events to help focus on golf skills. This will allow them to gain more practise on the course.

Participants will be given access time to the course. They will be given a list of Off-Peak and Peak times to allow them to avoid the busier times.

They will further PGA coaching such as putting clinics, chipping clinics etc...

STAGE TWO: June to December

At this stage, participants have been given their handicaps. They will be now able to get involved in ongoing 9-hole beginner competitions, weekly 9-hole qualifier competitions and have a chance to be nominated for the ladies 18-hole competitions.

Case Study 2: Stay in Golf 2021

Results

The results were a success. Out of the 26 participants, 19 had filled out a report. All 19 participants really enjoyed the programme. 87% of participants found that the programme was very beneficial in gaining more confidence in golf. 95% of participants have stated that it has helped them want to stay in the golfing society. All participants felt that in order for complete beginners to get involved, more one on one lessons is needed to gain more confidence in the sport.

Short term outcomes showed that all participants enjoyed the programme. They found it a success and really enjoyed their time on the programme. They gained more skill in the sport with this programme.

Long term outcomes – All 26 participants continue to play golf today. They have thoroughly enjoyed the programme and have become members of the golf club.

Challenges

During the programmes, group coaching sessions were to be completed as a group. Unfortunately, due to covid restrictions, sessions had to be in smaller groups. Smaller group sessions were organised instead of clinic due to this reason. Five lessons for each participant were meant to be given to participants but due to other commitments from participants this didn't happen with them all. It was stated by participants that one-on-one sessions may be more beneficial to anyone who is a complete beginner to be given that extra time to demonstrate the fundamental skills of golf.

The programme was due to start in February but due to covid restrictions, the programme was delayed until May to begin.

Sustainability

No new clubs were established from this programme, but The Heath Golf Club have gained 26 new members to their ladies' club. This programme showed there is great opportunity for other clubs to run a similar project in golf clubs to gain more membership from women. A new target group to be looked at is teenage girls to try get them out and physically active. Golf is a great way to meet new people also so the target group can be opened up to teenagers in addition to women in the future.

Mentors from the golf club helped in running the programme. Continuous support from the Ladies committee was also given throughout.

Cost

The programme cost LSP €630 for the cost of mentors and tutors to run this course. €465 was contributed by the Heath Golf Club themselves. Participants paid €30 for the programme also which went on coaching costs. This fee for the programme also gave them retention in their membership for the year.

The maximum potential to the club if 30 participants came on board would have been €18,600.

Case Study 2: Stay in Golf 2021

Participant Quotes

- Excellent programme to keep interest in playing. Support has been amazing and everyone at the club has made us all feel very welcome.
- After lockdown, it got me back into golf. I would probably have given up otherwise.
- I found it great as it made me commit to golf, early on if it was left to myself, I wouldn't have gone out!
- Good idea to get reacquainted with people we started with and get a feel for golf again. It was nice to know we weren't left to get on with it and the effort the committee made and the interest they showed in us was nice.
- Very helpful & informative & motivating
- After lockdown, it got me back into golf. I would probably have given up otherwise.
- Excellent idea and very helpful for the return to golf
- A great programme, lessons very good and buddy system great way to get tips while playing on the course.
- It was very worthwhile, and the friendliness made it even better and very grateful to all the members who were so generous and helpful
- Very helpful & informative & motivating
- The programme was very helpful to new / beginner golfers. The ladies of the heath are extremely supportive of all newbies and are always available to assist a y way they can
- Excellent well-run programme
- Personally, i think it is a brilliant initiative
- Great opportunity to improve my golf and meet other players
- Fantastic. So much dedication by all members. The buddy system is a perfect example of this. Excellent system.
- Really enjoyed it, learned a lot and got to meet lots of lovely ladies
- Great encouragement from existing members



Next Steps

The programme showed to be a great success. The next steps for this programme is to run this programme again but look at other local golf clubs to see if they would have interest in taking it on to gain more membership in women. A similar programme for teenagers can be ran in conjunction with this also to increase participation amongst teenagers.

The plan is to encourage as many women/girls as possible to get into golf. As the Heath ran such a fantastic programme. They might consider running this programme again in 2022 with support from LSP. LSP will also be looking to run the programme elsewhere to help another club gain more membership.

Case Study 3: Older Adults with Parkinson's - Bloom HQ

Identified as:	Jemima Doe
Identified as:	Female
Age:	72 years old
Diagnosis:	Sciatica and Parkinson's disease
Difficulty with:	Difficulty walking, slow movements and feeling frail
Program:	1 hour per week Active poles class in the gym with a focus on balance, core, flexibility and coordination. Two days per week individual video tutorial home program of in-class flexibility and core exercises with active poles.
Program length:	May 2021 to December 2021

Jemima started to attend the Mountrath Community Gym in May 2021. The planned program was 1 hour supported workout one day per week in the gym/on zoom with specific exercise that targeted her balance, core, flexibility and coordination. Jemima is also encouraged to engage in shorter sessions at home between classes with the aid of a video tutorial.

We start Jemima's class with leg mobility movement exercises to loosen up the joints followed by some muscle warm up moves. When ready, we set our posture correctly and check before we begin to roll shoulders back, chest proud and begin to walk around the room with the aid of the poles. The active poles provide stability and balance to a workout for those with a fear over overbalancing or having a moment of weakness. They also have the added benefit of being a psychological support to those who have a fear of overbalancing without necessarily needing their physical support, giving participants the confidence to engage fully in the exercise routine. The feedback from Jemima is that her motivation isn't only the improved mobility she is experiencing but that the exercises themselves are fun and easy for her to do along with thoroughly enjoying the social side of the classes. Jemima has found that the flexibility and core exercises have really helped her to loosen up and said she "feels fantastic after the class".

I have made a short video tutorial for Jemima of each flexibility and each core exercise she can do with activity poles. She engages in her home exercise program by watching and following these video tutorials at home between classes, building on the mobility improvements achieved in class. Jemima has reported that she carries out the home program exercises with the video tutorials twice per week and attends the gym class once per week.

Jemima's physiotherapist has reported that she is very impressed with how her movement and flexibility has improved and that she is making noticeably great progress. She has recommended she should continue with the exercise program.

The ongoing plan for Jemima and her program is to continue to make video tutorials for her to carry on exercising over the Christmas period. With continued gains, in the New Year, we plan to take the activity outside on the flat tarmac'd sports area for short periods to build a walking program to help Jemima to strengthen her legs and walk further distances and continue to build her confidence in moving, with the aid of the poles. This new aspect to her program will aim to reduce her anxiety about walking outside, strengthen her leg muscles and expand her range of motion as well as providing her with further opportunities to engage socially with others in her community while remaining socially distant but not isolated.

Case Study 4: Water Sports for People with Disabilities

Purpose

We applied for funding from Dormant Accounts and received €8,500 to make the canal in Vicarstown Accessible for people with additional needs to take part in water sports.

To provide accessible infrastructure for people with disabilities to participate in water-based sports activities such as Canadian Canoeing. To increase levels of participation for people with disabilities within Laois and in doing so create sustainable programmes, opportunities and facilities for those participating. Laois Sports Partnership in partnership with Waterways Ireland and SVT Activity & Wellness Hub propose to develop gangway with hoists and transfers on jetty on Vicarstown Grand Canal to improve accessibility for people with disabilities for access to water based sports.

Our Disability Officer liaised with CARA, Waterways Ireland, SVT Activity & Wellness Hub, Local Disability groups around their needs to participate in water-based sports following from taster sessions held in 2019. From this consultation the main barrier for participation for people with disabilities was accessible access from jetty to the water. We proceeded to link in with Waterways Ireland regarding jetty and possibility of putting in a gangway and hoist with transfer boards to enable people with disabilities to participate in water sports. Earlier this year the wheels were set in motion and work started around the units that were there for the Canoe & Kayak Club, the reason why this jetty was important is because the original jetty is away from the units which hold all the equipment, now with the jetty there the equipment is close to hand and doesn't involve as much pulling and dragging.

In Aug 2020 We also had our NCBI Group (a group of teenagers) of out on the water in August, this group had not been together since March 2020, we had a wonderful time, and all participants went home happy and slept well after paddle boarding.

Following on from this we ran a programme in July 2021 this year with Vision Sports Ireland & The NCBI and trained up 4 teenage boys in level 1 and 4 teenage boys in level 2 kayaking. This involved 3 long days on the canal and an assessment at the end. This was a huge achievement and a first for the people of Laois.

After this we ran a Come n Try Day of canoeing & kayaking for European Week of Sport and we brought 16 participants of different abilities out on the water. The recently trained up kayaking teenage boys helped out on the day.

Aims

The aim is to involve People with an additional need around the county to take part in water sports.

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

Here is Laois Sports Partnership we work very closely with local Mental Health Groups, Older Adult Groups and all disability groups.

Research has shown that engagement with nature through outdoor activities can have a significant positive impact on people's mental health and well-being.

Research has shown that exposure to the natural environment reduces stress and anxiety. When people are in natural surroundings, physical activity releases endorphins which in turn help fight depression.

Case Study 4: Water Sports for People with Disabilities



Outcomes

We have seen huge Improvement in mental health well-being, improved social skills and physical health in the participants during their engagement in the programme on the water. Understandable apprehensive on the first day going the group have now formed a passion for the water and what they have achieved so far.

The group have become members of the SVT Canoe & Kayak club and will go out on trips and avail of training provided by the club.

Next Steps

While an outcome of our programmes is to improve participant wellbeing and increase participation with people with disabilities this encompasses many factors including improved quality of life, improved sleep, improved physical fitness, social functioning, personal confidence, improved awareness etc.

Improved wellbeing is mediated through the following:

- Time in a natural environment
- Time in a safe social environment
- Time in physical activity
- Disability training for tutors with CARA, RSR training with added safety for people with disabilities on the water, through this initiative the club have become fully inclusive and have made plans to purchase equipment to cater for all abilities.



Case Study 4: Water Sports for People with Disabilities

Testimonial

"This Kayaking course meant a lot to me because with my visual impairment, I never believed I would get the opportunity to take on courses such as this. This course has hopefully opened people's eyes to the thought that people like myself, Joshua, Jack, Afeez, Aaron and Lee are capable of achieving a level 1 or level 2 like any other person. This course has given me the confidence to go out in the water safely."



Section 4

Finances



Funding

Received funding in excess of €1,000,000, €730,151 funding from Sport Ireland was received by Laois Sports Partnership to deliver on initiatives and COVID-19 supports. Funding from Sport Ireland was down from 2020 €870,000 to €730,151 in 2021 which is mainly down to reduced COVID19 funding supports received. The surplus for the financial year amounted to €5,880. (2020: surplus €13,032) which is due to the rising costs of our non-staff costs such as services IT, Accounting, Insurance etc.

Laois Sports Partnership continue to apply for external funding from local partner agencies and national bodies such as Slaintecare, Healthy Ireland, Health Service Executive, Laois County Council, Laois Partnership, Go for Life etc which increased our funding to in excess of €1 million in 2021. We will endeavour to maintain levels of external funding for 2022 as we have a proven track record of partnership working and meeting all objectives and outcomes. The income generated offset core costs and is reinvested into programmes.

The principal activity of the company is to administer, develop and promote sports among all ages and genders, at a local level both directly and indirectly with other clubs and organisations.

In 2021 we had a successful year even though the country and the county was in lockdown until May 2021. We were successful in a competitive application process and awarded new innovation grant of €150,000 together with funding for our 3rd community sports hub and first facility hub based in Bloom HQ. We were awarded additional funding through Sláintecare Pobal and Healthy Ireland LCDC funding as well as Sport Ireland COVID 19 funding and Capital Grant funding. We delivered 148 programmes to 19,350 participants and 45 training courses to 596 participants.

As activity and income increased, the directly attributed operating costs also increased from €333,043 to €444,643, and our administration overhead increased from €211,171 to €238,033 but the majority of these extra costs were matched by the additional funding we received. As a result we recorded a surplus for the financial year amounted to €5,880. (2020: surplus €13,032).

Because we normally receive funding before we incur the expense, we do not recognise this income until the expenditure is incurred. This is referred to as Deferred Income and as you will see in Note 9 of the Accounts on Page 18, the deferred income was €379,088 (2020 : €241,683).

The majority of funding is provided by Sports Ireland and given the National policies and objectives in place to reduce obesity and sedentary lifestyle, we are confident that there will be no material reduction in funding for the foreseeable future. Laois Sports Partnership CLG is not dependent on voluntary contributions.

The other main risk we face is the ability to retain and recruit staff. For the first time in over 20 years, price and wage inflation is becoming a major issue, and this could impact on our ability to deliver the services at the price we had anticipated that it would cost. These issues are economic and national issues, and while some of them are outside the Board ability to control, they are regularly reviewed by the Board.

Laois Sports Partnership Company Limited by Guarantee
(A Company Limited by Guarantee and not having Share Capital)

Detailed income and expenditure account (continued)
Financial year ended 31 December 2021

Income	2021	2020
Sports Hall Athletics	-	7,345
Teenscene	-	765
Primary Schools Basketball	-	538
Safeguarding 1	3,900	2,441
Safeguarding 2 & 3	1,393	712
SI Keep Well Campaign	6,568	2,432
SI Covid19 Small Club Grant Scheme	-	46,570
SI Covid, Additional Club/Community Support	25,000	15,000
SI Covid, Bubbles & Pods	936	29,064
SI Covid, SVT Canoe & Kayak Club	11,000	-
SI Covid, Dis Sport/Corrective Gymnastics	13,987	-
Sport Ireland - Women in Sport	11,000	11,000
Sport Ireland Programme	15,171	5,874
HSE Grant Income	-	1,500
Walking Programme	1,706	-
Operation Transformation SI	750	2,750
SI Disability Prog DA	10,335	7,165
General Programme Costs	4,706	800
Rathdowney Errill Activity Hub DA	26,992	53,061
Mountrath Community Sports Hub DA	34,179	-
Innovation DA	22,100	-
Integration Programme	1,100	-
SI Sports Leader UK	6,546	9,350
Sports Capital Grant	38,803	-
Comm Sports Dev Officer Funding	26,593	31,889
SVT Community Sports Hub Funding	14,163	23,496
Portlaoise Street Soccer Leagues	-	144

Laois Sports Partnership Company Limited by Guarantee
(A Company Limited by Guarantee and not having Share Capital)

Detailed income and expenditure account (continued)
Financial year ended 31 December 2021

	2021	2020
Community Coaching/Volunteer Supports	17,624	2,452
Bike Week	1,400	300
Slaintecare Pobal	53,772	45,447
HSE Healthy Living Prog	2,500	2,500
Primary Schools Badminton	-	85
SI Core funding Club Development Grants	11,355	7,800
Healthy Ire. LCDDC Funding	40,363	16,617
Government grants received	1,828	1,840
Outdoor Urban Adventure Initiative	20,000	-
SI Core funding wages (plus Sido)	164,034	164,097
SI Core funding General Expenditure	37,000	37,000
SI Health & Safety and HR	3,800	5,848
SI Marketing	12,547	5,125
Add. HR incl Communications Officer	35,000	-
SI Governance Supports	3,321	-
Sido Programme Income	12,302	16,339
	<hr/>	<hr/>
	693,774	557,346
Expenditure		
Cost of sales		
Sido Programme Expenditure	(10,732)	(14,750)
Safeguarding 1	(2,880)	(1,340)
Safeguarding 2 & 3	(1,080)	(440)
SI Keep Well Campaign	(6,568)	(2,432)
Add. HR incl Communications Officer	(26,887)	-
SI Governance Supports	(793)	-
Slaintecare Pobal	(53,772)	(45,447)
Community Coaching/Volunteer Supports	(17,624)	(2,452)
Street Soccer Leagues	-	(144)

Laois Sports Partnership Company Limited by Guarantee
(A Company Limited by Guarantee and not having Share Capital)

Detailed income and expenditure account (continued)
Financial year ended 31 December 2021

	2021	2020
SI Covid Small Club Grant Scheme	-	(46,570)
SI Covid Additional Club/Community Supports	(25,000)	(15,000)
SI COVID, Bubbles & Pods	(965)	(29,064)
SI COVID, SVT Canoeing & Kayaking Club	(11,111)	-
SI Covid, Disability Sport	(13,987)	-
Bike Week	(1,552)	(300)
Rathdowney Errill Activity Hub DA	(10,224)	(36,512)
Rathdowney Errill Hub Wages	(15,000)	(12,552)
Programme Costs	(4,173)	-
Fitmind (Laois Connects)	-	(1,875)
Operation Transformation	(750)	(2,750)
The Healthy Gathering	(2,500)	(2,500)
Grants & Bursaries	(11,355)	(7,800)
Primary Schools Badminton	-	(225)
SI Sports Leader UK	(6,546)	(9,351)
Sports Capital Grant	(38,803)	-
Get Ireland Active Programme	(1,706)	-
Community Sports Development Officer Wages	(16,759)	(32,009)
CSDO - travel and expenses	(1,496)	(1,428)
SVT Community Sports Hub Expenditure	(9,733)	(3,700)
SVT Wages	(2,662)	(19,395)
Integration Programme	(1,100)	-
Outdoor Urban Adventure Initiative	(20,000)	-
Bike Prog Healthy Ire /LCDC	(145)	-
Activators Healthy Ire /LCDC	(11,017)	(2,467)
Scooch Prog Healthy Ire / LCDC	(2,583)	(3,750)
Comm. Fit Prog. Healthy Ire / LCDC	(14,840)	(400)
GP Referral Training	(3,230)	-
Bubbles & Pods Healthy Ire /LCDC	-	(10,000)

Laois Sports Partnership Company Limited by Guarantee
(A Company Limited by Guarantee and not having Share Capital)

Detailed income and expenditure account (continued)
Financial year ended 31 December 2021

	2021	2020
Engaging Disability Community Healthy Ire /LCDC	(8,549)	-
WIS Programme	(11,000)	(9,234)
SI Programme Participation	(15,260)	(5,874)
SI SID Prog DA	(11,200)	(7,166)
Ireland Funds	-	1,558
Sports Hall Athletics	-	(6,784)
Primary Schools Basketball	-	(80)
Teenscene Programme	-	(810)
Mountrath Community Sports Hub	(34,179)	-
Innovation DA	(22,100)	-
	<hr/>	<hr/>
	(449,861)	(333,043)
	<hr/>	<hr/>
Gross surplus	243,913	224,303
	<hr/>	<hr/>
Gross surplus percentage	35.2%	40.2%
Overheads		
Administrative expenses		
Wages and salaries	(147,425)	(131,670)
Employer's PRSI contributions	(21,362)	(21,632)
Staff pension costs - defined contribution	(7,475)	(7,182)
Staff training	-	(60)
Management expenses	(442)	(49)
Rent payable	(4,500)	(6,000)
Service charges	(306)	(366)
Insurance	(2,403)	(2,277)
Cleaning / PPE / H## / HR	(3,800)	137

Laois Sports Partnership Company Limited by Guarantee
(A Company Limited by Guarantee and not having Share Capital)

Detailed income and expenditure account (continued)
Financial year ended 31 December 2021

	2021	2020
Repairs and maintenance	(433)	(299)
Service charge payable	(171)	(176)
Printing, postage and stationery	(3,280)	(4,500)
Marketing & Communications	(11,874)	(4,870)
Promotion	(674)	(255)
Telephone	(3,638)	(3,651)
Computer costs	(13,336)	(10,501)
Caroline Myers Travel & General Expenses	(5,842)	(3,661)
Roisin Lawlor Travel & General Expenses	(17)	(51)
Catriona Slattery Travel & General Expenses	-	(578)
Board/Committee Meetings	(175)	(160)
Consultancy fees	(2,528)	(5,710)
Accountancy fees	-	(20)
Auditors remuneration	(4,674)	(3,690)
Bank charges	(254)	(259)
Management costs	(611)	(538)
Canteen	(85)	(177)
General expenses	(45)	(1,191)
Subscriptions/Membership fees	(845)	(40)
Depreciation of tangible assets	(1,838)	(1,845)
	<hr/>	<hr/>
	(238,033)	(211,271)
Operating surplus	5,880	13,032
Operating surplus percentage	0.8%	2.3%
Surplus before taxation	5,880	13,032
	<hr/>	<hr/>

Section 5

Going Forward



Laois Sports Partnership Strategic Plan 2022-2026

Laois Sports Partnership devised a new strategy in 2021 for launch in early 2022. This plan will be in place for 2022-2026. Through consultation findings, engagement and planning sessions informed the development of a new strategic framework for Laois Sports Partnership. This is comprised of a vision statement, mission statement and a series of organisation themes which are built upon 5 'active' themes.

Vision

'Everybody active in County Laois'

Mission

'Creating sustainable pathways for all to participate in sport, physical activity and recreation in County Laois'

Values

The new set of values agreed are:

1. Community Development
2. Empowerment
3. Inclusiveness
4. Accountable
5. Integrity
6. Needs Led
7. Sustainable Engagement
8. Strong Partnerships



Organisation Themes

A key element of the new strategic framework has been the identification of five new 'active' themes. These themes define the type and nature of work that Laois Sports Partnership are engaged in. Each theme is expanded through a strategic aim along with a series of key objectives. Each objective has action areas and key performance indicator/s. These will form the Annual Operational Plans. The 'active' themes are displayed in the chart below with the full strategic plan following. An action plan template for this strategic framework is provided in the form of Annual Operational Plans (Example below).

LSP Name	Strategic Goal	Objective	Action	Staff Lead	Main Funding Partner	Main Delivery Partner	Action Output	Action Category
Laois Sports Partnership CLG								

Laois Sports Partnership Strategic Plan 2022-2026

Organisation Themes



Active People

Active People will focus on engaging all inactive people in physical activity and address barriers to sport and physical activity for those who lack the confidence to engage, for those with disabilities and marginalised groups. This will include targeted needs-led provision and creating inclusive sport offerings. The actions for this objective include encouraging clubs to sign up to CARA Disability Charter, developing a Disability Action Plan and increasing activity for women of all ages.

Active Places

Active Places will address the address the lack of adequate facilities in the area by ensuring current resources are maximised whilst we work with stakeholders to identify facility gaps and support the development of new inclusive and adaptable facilities for the use of the whole community.

Active Partnerships

Active Partnerships will address the desire for better engagement with and provision for, schools and enhance collaboration with the local authority and other organisations, including those who advocate for marginalised groups and communities.

Active Promotion

Active Promotion will address the lack of awareness of people in the community of what is available to them in terms of sport and physical activity and better promote Laois Sports Partnership. This will include a review of PR and Marketing, an enhanced social media presence and taking steps to become the go-to source of information in County Laois for sport and physical activity.

Active Governance

Active Governance will ensure that the strategic focus and coordination is maintained within Laois Sports Partnership to ensure that as an organisation we are delivering to the highest standards of professionalism, ethics and accountability to all our stakeholders.

Laois Sports Partnership Annual Report 2021



LAOIS SPORTS PARTNERSHIP
COMHAR SPÓIRT NA LAOISE

— SPORT IRELAND —



Laois Sports Partnership,
Laois Leisure Portlaoise,
Moneyballytyrell,
Portlaoise,
R32 YP11



Info@laoissports.ie



057 867 1248