



Cork
Sports Partnership
**Comhpháirtíocht
Spóirt Chorcaí**
—— SPORT IRELAND ——

Cork Local Sports Partnership Strategy

2026 – 2030



SPORT IRELAND
LOCAL SPORTS PARTNERSHIPS

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1. Message from Dr Una May, CEO of Sport Ireland

I am delighted to commend Cork Local Sports Partnership on the launch of their new Strategic Plan for 2026 – 2030. This plan reflects a clear and ambitious vision: A More Active Cork for All. It places equity, collaboration, and community at its heart. These principles align strongly with Sport Ireland’s commitment to promoting participation and wellbeing through sport and physical activity nationwide.

This strategy recognises that meaningful change happens locally. By working in partnership with schools, clubs, community organisations, and statutory bodies, Cork LSP is creating pathways that make sport and physical activity accessible to people of all ages, abilities, and backgrounds. These efforts not only remove barriers but also empower communities to lead the way in building healthier, more connected lives.

Since its inception, Cork Local Sports Partnership has played a pivotal role in translating national policy into local action. Guided by the National Sports Policy 2018–2027 and the National Physical Activity Plan, Cork LSP has evolved from a delivery-focused organisation into a collaborative leader. This new strategy builds on that progress, strengthening capacity and prioritising inclusion and sustainability.

The four strategic pillars around Company, Collaboration, Communication, and Community & Sport, provide a strong foundation for achieving the mission of Working Together to Keep Cork Active. From supporting volunteers and clubs to promoting outdoor recreation and inclusive programmes, this plan reflects a comprehensive approach that benefits individuals, families, and communities across Cork.

On behalf of Sport Ireland, I extend sincere thanks to the Board, staff, and all partners who contributed to shaping this strategy and wish all those involved the very best in implementing this strategy.



Dr. Una May

Dr. Una May
Chief Executive
Sport Ireland



2. Message from Chairperson and Chief Executive Officer, Cork Local Sports Partnership

The Board and team of Cork Local Sports Partnership are proud to present this Strategic Plan, an important milestone in the ongoing development of sport, recreation, and physical activity across Cork. This strategy reflects the significant progress already made, as well as our shared ambitions for the years ahead.

The Board of Directors continues to provide strong governance and leadership, championing opportunities that widen and deepen participation in sport and physical activity across the county. In pursuit of our mission, “Working together to keep Cork Active,” the Board trusts and empowers our team to drive engagement and inspire active participation. We are fortunate to have a dedicated, innovative, and hardworking team whose creativity, resilience, and commitment are evident in everything they do.

As we embark on this new strategy, we recognise the importance of having robust foundational capabilities, systems, skills, and structures that enable us to deliver effectively. Strengthening these foundations is central to the continued success of Cork LSP and ensures we can adapt, build strong partnerships, and create meaningful pathways to achieve our vision of “A More Active Cork for All.”

It has been both rewarding and inspiring for the Board to witness Cork Local Sports Partnership evolve from a primarily direct-delivery organisation to one that leads, empowers, and collaborates. This shift has enabled clubs, communities, agencies, and organisations to create new opportunities for participation and connection, helping to shape a more active and inclusive Cork.

Looking ahead, this collaborative approach remains our central focus. With your ongoing support, we will continue to expand and strengthen partnerships so that Cork becomes an even more vibrant county for sport, recreation, and physical activity.

We would like to express our sincere thanks to Ms. Maeve Buckley for her guidance throughout this process; to the Board members for their engagement and contributions; and especially to the staff of Cork Local Sports Partnership and partners for their insight, commitment, and role in shaping this plan.

We also acknowledge Dr. Una May, CEO, and all the staff at Sport Ireland for their continued support and encouragement. Guided by the National Sports Policy 2018–2027, Sport Ireland’s Participation Strategy, and the National Physical Activity Plan, Cork Local Sports Partnership remains steadfast in its mission to deliver the vision of “A more Active Cork for All”, grounded in our core values of equity, collaboration, community, integrity and commitment.



Michael Carey

Mr. Michael Carey
Chairperson



Kristine Meenaghan

Mrs. Kristine Meenaghan
CEO

3. Vision, Mission, Purpose

Our Vision

A more active Cork for all

Our Mission

Working together to keep Cork active

Our Purpose

To increase lifelong participation
in sport and physical activity throughout
Cork city and county



4. Values

Equity

Every person in Cork should have the opportunity to lead an active life through inclusive sport and physical activity.

Collaboration

Working in partnership to build inclusive and diverse sporting networks and opportunities in Cork.

Commitment

Pride in our work and ambition to make Cork a place to thrive through sport and physical activity.

Community

Empowering communities to drive lasting engagement in sport and physical activity.

Integrity

Working transparently and with accountability.

5. Who we are

Who we are

Sport Ireland in its first strategy – **A New Era for Sport** – promoted the notion of Local Sports Partnerships (LSPs) that would promote participation in sport at a local level every day in communities across the country.

Cork Local Sports Partnership CLG was established as part of a national network of 29 Local Sports Partnerships targeted to help people to get active and removes barriers to participation in sport and physical activity for all.

The work of Cork Sports Partnership is driven by a dedicated team and guided by a Board of Directors from different stakeholder organisations in Cork. Direction and guidance is set for the company through several key national policies and plans. These include the National Sports Policy 2018 – 2027, the National Physical Activity Plan, the Global Action Plan for Physical Activity, as well as the Cork Sports Partnership Active Cork 2026 – 2030 Strategic Plan.

Rationale of Local Sports Partnerships:

Sport Ireland recognise that the Local Sports Partnerships are an excellent mechanism for delivering community and recreational sport to local people. Key tasks for Cork Sports Partnership include:

- The creation and implementation of plans for long term local sports and physical activity development.
- The establishment of a sustainable structure to assist all those involved in local sport and physical activity development to face the associated challenges e.g. sustainable programme development, recruiting and managing volunteers, quality training, etc.
- Delivery of initiatives and programmes particularly for target groups – Establishing networks at local level and liaising with existing initiatives.

Our Main Function

Cork Sports Partnership undertake a wide range of actions with the aim of increasing sport and physical activity participation levels in local communities across Cork. These actions are grouped within four outcome areas:

- Working to develop clubs, coaches and volunteers and supporting partnerships between local sports clubs, community-based organisations and sector agencies.
- Creating greater opportunities for access to training and education in relation to sport and physical activity provision.
- Provision of targeted programmes, events and initiatives to increase physical activity and sport participation.
- Providing information about sport and physical activity to create awareness and access.

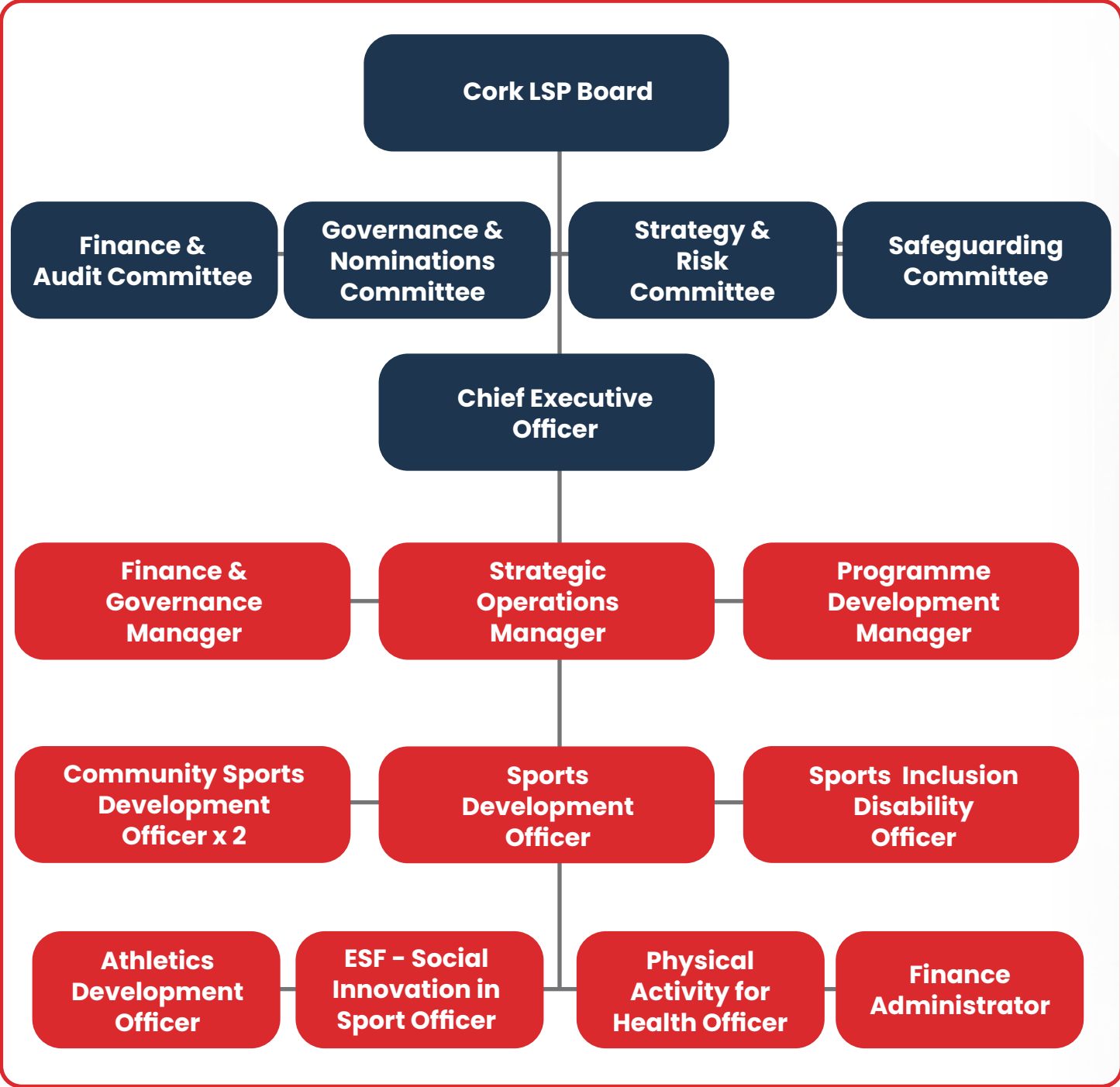
6. Who we support



Supporting & Empowering
People to be Active



7. Company Organisational Chart



8. Key Deliverables 2021–2024

€6.3m

Investment

A total of €6,307.00 invested into CLSP and its operations.

231,574

Participation & Support

Engaged 231,574 people across four years.

64,914

Training & Education

A total of 633 education workshops delivered with 64,914 attendees.

445

Project Development

Delivered 445 projects with 3,886 programmes provided within these projects.

102

Partnership & Collaboration

Partnered with 102 organisations & interagency groups in this period.

76

Sports Capital

Successfully completed 76 capital projects in Cork city & county.

20

Research & Evaluation

A total of 20 research & evaluation projects completed with partners and universities.



9. Active Participation 2021-2024



10. Process and Insight

Cork Local Sports Partnership undertook a 3-stage process to build this strategy

Stage 1

Review + Project Management

We reviewed relevant national and local policies and strategies as aligned to Cork Sports Partnership, including:

- Sport Ireland Strategy
 - National Sports Policy 2018-2027
 - National Physical Activity Plan
 - Healthy Ireland, A Framework for Improved Health and Wellbeing 2013 – 2025
 - WHO Global Action Plan for Physical Activity (GAPPA)
 - Sport Ireland Participation Plan 2021-2024
 - The Sláintecare Implementation Strategy and Action Plan 2021-2023
- A healthy weight for Ireland: Obesity Policy and Action Plan 2016-2025.
 - Local Economic & Community Plans (LECPs) – Cork City & Cork County
 - National Outdoor Recreation Strategy
 - Cork City Development Plan 2022-2028
 - Cork County Development Plan 2022-2028
 - Cork 2050
 - We looked at our work over the lifetime of the last strategic plan, and what we achieved.

Stage 2

Insight & Consultation Stage

We undertook an extensive stakeholder consultation including:

- 4x team workshop
- Board + CEO consultation
- 2x Strategy and Risk committee
- Tutor consultation
- Partner Consultation including, Sport Ireland, Local authorities, Cork ETB, Health Service Executive, etc.
- Public survey – 250 responses

Stage 3

Strategic Plan Development Stage

The insight from the review and consultation was used to form the Vision, Mission and Purpose of the strategic plan, including the defining of the Strategic Pillars, Objectives and Actions.



11. Our Framework



12. Our 4 Strategic Pillars



1. Company

Objective 1

Strengthen Organisational Structure

- Actions:**
- Maintain a healthy organisational culture that promotes collaboration, inclusivity, and staff wellbeing.
 - Build internal management and staff capacity by providing guidance, mentorship, and access to relevant training and professional development opportunities for all staff.
 - Define, clarify, and regularly update staff roles, responsibilities, and workflows to support operational efficiency.
 - Establish and maintain KPIs, performance reporting, and evaluation measures across all core operational areas.

Objective 2

Build Financial Sustainability & Security

- Actions:**
- Develop a local investment strategy to complement national funding and diversify income streams.
 - Identify and pursue partnerships and funding opportunities to support organisational growth and operations.
 - Secure permanent, fit-for-purpose facilities that support workflow operational stability.
 - Monitor and manage financial performance, ensuring financial practices are transparent, compliant, and aligned with strategic priorities

Objective 3

Maintain Strong Governance & Leadership

- Actions:**
- Strengthen board oversight and leadership by ensuring clear roles, responsibilities, and effective decision-making processes.
 - Regularly review and update governance policies, risk management frameworks, and compliance procedures.
 - Promote accountability and transparency in all organisational operations and reporting mechanisms.
 - Support ongoing professional development for board members and senior leadership to enhance organisational capacity



2. Collaboration

Objective 4

Prioritise and collaborate with organisations that align with Cork Local Sports Partnership’s vision and values

- Actions:**
- Continue to develop the operations of the company through cross sector collaboration and engagement with national governing bodies of sport, stakeholders and inter agency working groups.
 - Create and explore new avenues of collaboration to drive opportunities and innovation within Cork Local Sports Partnership
 - Support the development and activation of club and community facilities.



3. Communication

Objective 5

Increase the knowledge and awareness of Cork LSP and Sports Development in Cork

- Actions:**
- Develop and deliver a communications strategy that builds the profile and showcases the work of Cork Local Sports Partnership.
 - Support key national and local campaigns and initiatives that enables the work of Cork Local Sports Partnership.
 - Identify innovative ways of communicating with different groups and communities to support and strengthen sport development in Cork.



4. Community & Sport

Objective 6

Empower participation in community sport and physical activity for people of all ages and abilities in Cork

- Actions:**
- Develop inclusive projects that inspire participation in sport and physical activity for key target groups in Cork.
 - Prioritise disadvantaged areas and communities in Cork to support participation and leadership in the development of sport and physical activity.
 - Support volunteers, clubs and community groups through training, education and guidance to enhance participation in sport and physical activity.
 - Facilitate research, evaluation and monitoring to direct and guide practice. Expand pathways for active participation through sports capital investment, creating more inclusive and accessible community facilities and amenities.
 - Support the activation of spaces and places to be active throughout Cork.

13. Strategic Roadmap 2026 – 2030

Roadmap to Action 2026 – 2030



14. Implementation & Review

Implementation

The implementation of this Strategic Plan will guide the Board of Directors and the Cork LSP team in prioritising actions and ensuring focused delivery across all strategic pillars. An Annual Operational Plan will be developed to translate each strategic objective into clear, actionable steps that advance the development of sport in Cork.

Implementation will be driven by two core principles:

Collaborative Delivery

Achieving the goals of this plan relies on strong, coordinated partnerships. Cork LSP will continue to work closely with Sport Ireland, local authorities, national governing bodies, and a range of national and local agencies.

Accountability Through Key Performance Indicators (KPIs)

Each action within the Annual Operational Plan will be supported by specific KPIs that clearly link to the strategic objectives. These indicators will ensure structured planning from the outset, provide clarity for staff and partners, and enable consistent measurement of progress. KPIs will be reviewed and updated annually to reflect progress, learning, and emerging needs.

The Board of Directors will maintain oversight of the implementation process and will receive regular progress reports to ensure the plan remains on track and responsive to evolving circumstances.

Review and Monitoring

There are six key objectives within this Strategic Plan. These objectives and their associated actions will be formally reviewed each year as part of the annual planning cycle.

This review process will:

- Assess progress against KPIs and strategic objectives.
- Identify achievements, challenges, and areas requiring adaptation.
- Ensure actions remain relevant and aligned with evolving community needs.
- Inform updates to the Annual Operational Plan and the company's Annual Report.

Our Commitment

By working together the Board, team and its partners will build more active, safe and inclusive sporting communities for Cork.

15. Acknowledgements

The staff and Board of Cork Local Sports Partnership.

All those who responded to the survey or gave their time in the consultation for this strategy.

The people of Cork city and county who we work with in our projects and programmes.

The contractors, volunteers, coaches and partners who make those programmes possible.





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