



**Clare Local Sports Partnership Company Limited by Guarantee
Annual Directors Report and Financial Statements 2024**

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Presented to the AGM on the 14th October 2024 for the period January 1st 2024 to December 31st 2024.

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2024 CLARE SPORTS PARTNERSHIP HIGHLIGHTS

— SPORT IRELAND —

27514 ACTIVITY REACH



PARTICIPANT BREAKDOWN



<p>68 different clubs awarded grants</p>	<p>21 different sports were represented</p>
<p>6 inclusive clubs awarded grants</p>	<p>€57,320 was awarded in total</p>
<p>8 new Women in Sport initiatives were funded</p>	<p>Record number of applications were submitted</p>

CLUB GRANT SCHEME



SPORT IRELAND
LOCAL SPORTS PARTNERSHIPS

Overview of the LSP

The Clare Local Sports Partnership (CLSP) is dedicated to advancing sport and physical activity across the county, with the overarching aim of increasing participation and fostering active, healthy communities. Our work contributes directly to the national ambition for Local Sports Partnerships (LSPs) in Ireland, as set out by Sport Ireland’s ambition for the LSP network. This ambition seeks to increase participation in sport and physical activity across all communities, with a focus on:

- Fostering inclusive and collaborative environments.
- Enhancing local planning and optimising the use of resources.
- Improving club and volunteer development.
- Ensuring that the sport sector is safe, fair, and well-governed.

In line with these national priorities, CLSP is guided by four core objectives:

To increase participation in sport and physical activity across all ages, abilities, and communities.

To ensure that local resources are utilised to maximum effect and aligned with community needs.

To co-ordinate the efforts of key influencers and stakeholders to broaden and enhance opportunities for participation.

To act as a vital link between the needs of local people, the work of sports clubs and organisations, and the priorities of national and state agencies.

Our approach is underpinned by a clear set of values, vision, and mission:

Our Value Statement: Clare Local Sports Partnership will operate at all times in an inclusive, honest, and transparent manner, while leading, developing, and facilitating sport and physical activity opportunities in County Clare.

Our Vision: Clare, a county where opportunities and conditions exist to value, participate, and enjoy sport and physical activity.

Our Mission: Clare Local Sports Partnership works to inspire and support the people of Clare to lead active, healthy lives through sport and physical activity. We collaborate with communities, clubs, and organisations to create inclusive and sustainable opportunities, ensuring that everyone—regardless of age, ability, or background—can participate, enjoy, and thrive. Through leadership, innovation, and strong partnerships, we strive to make sport and physical activity a valued and accessible part of life in County Clare.

The role of Clare Local Sports Partnership is structured around three strategic pillars:

Partnerships & Policy: CLSP works with local communities, clubs, schools, and agencies to ensure that resources are effectively planned and delivered, while aligning with national policy objectives. By acting as a trusted convener, we strengthen collaboration, support good governance, and influence the development of sport and physical activity across the county.

Participants: Our core focus is on people. We deliver and support programmes that enable participation at all levels and across all abilities. From grassroots initiatives to tailored programmes for under-represented groups, CLSP ensures that opportunities are inclusive, sustainable, and responsive to local needs.

Visibility: We promote the value and benefits of sport and physical activity by sharing information, raising awareness, and celebrating success. Through campaigns, events, and communications, CLSP works to ensure that opportunities are visible, accessible, and recognised across County Clare.

While our core remit has remained consistent, the way we interpret and apply it has evolved in line with emerging national policies such as the National Sports Policy and the National Physical Activity Plan. This evolution has also been shaped by the growing recognition that sport and physical activity are powerful tools for wider social, health, and community development. New roles and initiatives—such as the ESF+ Sport for Empowerment Programme, the Outdoor Recreation Officer, or the Links Worker for those in Recovery from Substance Misuse—illustrate how sport can contribute to inclusion, wellbeing, and resilience in our communities, while still aligning with our vision and mission.



Chairperson's Statement – Mr. Tim Forde

2024 has been another remarkable year for Clare Local Sports Partnership.

Together, we reached 27,514 participants—that's nearly 10,000 more people than in 2023. This isn't just a number; it's a reflection of a growing movement across County Clare—a movement driven by community spirit, collaboration, and a shared belief that sport, and physical activity should be open to everyone.

Our mission remains clear and unwavering: to ensure that every person—no matter their age, ability, or background—has the opportunity to be active and to belong.

From children discovering the joy of sport in their schools, to older adults finding friendship and vitality through activity, to people of all abilities participating in inclusive programmes—Clare LSP continues to open doors, break down barriers, and inspire change.

None of this would be possible without the steadfast support of our partners.

We are deeply grateful to the Government of Ireland, Sport Ireland, the HSE, Clare County Council, and our many community and agency collaborators including CLDC and the Clare Education Centre. Their belief in our mission—and their investment in people—enables us to deliver programmes that truly transform lives and communities.

I also want to acknowledge John Sweeney, our CEO, and the outstanding Clare LSP team. Their passion, creativity, and commitment are the heartbeat of everything we do. Each success story in 2024 carries their fingerprints—the result of tireless effort, innovation, and care for our county.

As we look ahead, we do so with confidence and ambition. The future of sport and physical activity in Clare is bright. With your continued support—and the unstoppable energy of our communities—we will keep building a healthier, more connected, and more active Clare, where everyone has the chance to thrive.

Together, let's keep moving forward.

Together, let's keep Clare active.

Tim Forde

Chairperson

Clare Local Sports Partnership



Chief Executive Officer's Statement - Mr. John Sweeney

2024 has been another exceptional and progressive year for Clare Local Sports Partnership. The growth we have achieved — both in reach and impact — is a testament to the dedication of our staff, the commitment of our Board, and the strength of the communities we serve. With more than **27,500 people** engaging in our programmes this year, it is clear that sport and physical activity continue to play a powerful role in connecting and empowering people across County Clare.

At the heart of this success is our **staff team**, whose passion, professionalism, and creativity drive everything we do. Whether delivering programmes in schools, communities, clubs, or workplaces, the team continues to embody our mission of making sport and physical activity accessible for all. Their willingness to innovate, collaborate, and go the extra mile ensures that the LSP continues to have a meaningful and lasting impact.

I also want to express my deep appreciation to our **Board of Directors**, who provide invaluable guidance, oversight, and support. The Board has been extremely engaged and proactive throughout the year — not only in governance and strategic direction, but also through their involvement in our ongoing **succession and development programme**. This process has helped us strengthen representation and ensure that our Board continues to reflect the diverse voices and communities we serve.

The Clare LSP Board operates under the **Governance Code for Sport**, and I am proud of the strong governance framework that underpins our organisation. This structure ensures accountability, transparency, and integrity in all aspects of our work, while allowing us to remain responsive to the evolving needs of our communities and stakeholders.

As CEO, I am deeply conscious that none of this progress would be possible without the continued support of our funders and partners — including the **Government of Ireland, Sport Ireland, the HSE, Clare County Council**, and our many community and voluntary sector collaborators. Their commitment enables us to deliver programmes that promote health, inclusion, and wellbeing for all.

As we look ahead, we remain ambitious. With a strong team, a supportive Board, and a community that believes in the power of sport, Clare LSP is well positioned to build on the momentum of 2024. Together, we will continue to create opportunities, strengthen partnerships, and make County Clare a place where everyone can experience the lifelong benefits of being active.

John Sweeney
Chief Executive Officer

John Sweeney - Chief Executive Officer

Catherine Ryan - Finance / Governance / Senior Admin - Catherine Ryan

Pat Sexton Programme Manager - Bike Week / Swim

Ellen Mulcahy - Admin Support (Job support prog from Brothers of Charity - P.T)

James Murrehy - SIDO - Disability Inclusion / Older Adults / Mental Health

Conor Mahon - ESF+ Sport for Empowerment



Eimear Lynch - CSDO - Community / Urban Adventure Sports Hubs / WIS / MOM

Mary Taylor- CSDO Links Worker for those in recovery from addiction(P.T), Club Development - Safeguarding / SOR / Grants / Training and Education.

Lizzy Mc Nicholas - CSDO - Schools / Community Youth / Communications

Jess O'Keeffe- Outdoor Recreation Officer

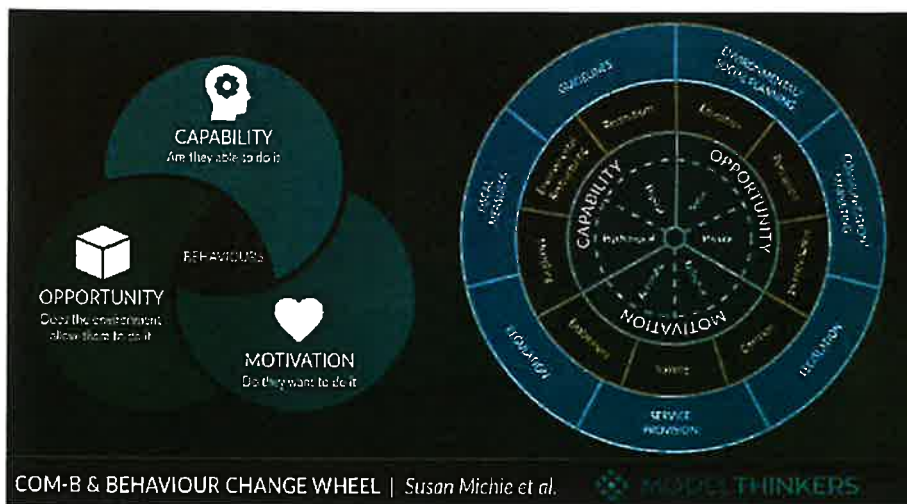


Objectives for the year:

Our annual work plan is developed around 3 core objectives that span the life of the strategy. We underpin our activities by utilising the theory of the COM-B model of behavior change.

Objective 1: Building Capacity / Capability

To build the capacity / capability of all relevant sporting organisations and individuals, to deliver a life-cycle approach to competitive and recreational sports.



Objective 2: Creating Opportunities

To ensure that there are ongoing and appropriate opportunities for all members of society to participate in competitive and recreational sport in county Clare.



Structure, Governance and Management

Board Directors:

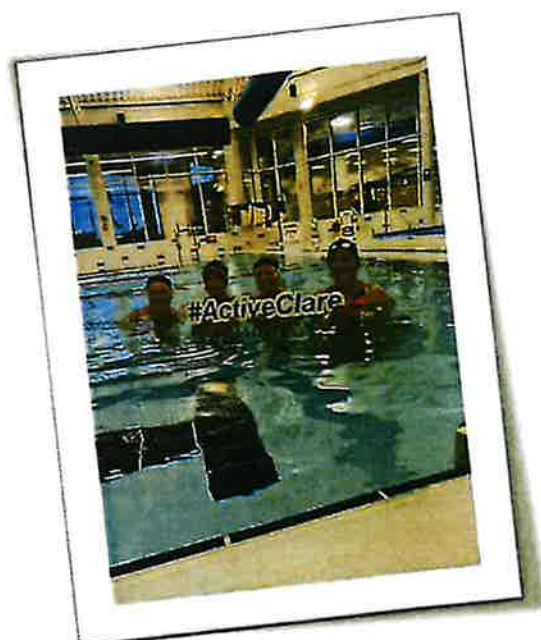
The Board is collectively responsible for leading and directing the LSP, supervising the management of the organisation, and reporting on stewardship and performance.

The organisation is governed by a board of 10 directors. The board are mandated to meet at least 6 times per year. In the period, we achieved a 60/40 gender balance as required by the Sports Governance code.

Name	Role	Year Appointed
Mr Tim Forde	Chairperson / Director	2022
Garda Deirdre O'Doherty	Secretary / Director	2022
Mr. Eoin Hogan	Treasurer / Director	2022
Mr. Jim Madden	Director	2001
Ann Norton	Director	2016
Clr. Joe Garrihy	Director	2019
Clr. David Griffey	Director	2019
Dr. Paul Mc Kenna	Director	2019
Mary Coffeey	Director	2024

In addition to the board, three sub-committees have been set up to ensure support and direction is given to the Coordinator and staff to receive the required assurances and give oversight in relation to the governance of the organisation.

- 1) Finance Audit and Risk (FARC)
- 2) Strategic Committee
- 3) Governance Committee



Governance Standards

As part of the Governance Code for Sport, Clare LSP wishes to state that it has completed the process as set out for its organisation type and now complies with the principles and practices of the code for a three-year period.

Good Governance

The function of governance is to ensure that an organisation fulfils its overall purpose, achieves its intended outcomes for its key stakeholders, and operates in an effective, efficient, and ethical manner. Good governance ensures that a framework of structures, policies, and processes are in place to deliver on key obligations, and it allows for an objective assessment of performance.

A culture of good governance is at the core of our organisation. Clare Local Sports Partnership CLG are a signatory to the 'The Governance Code' for not for profit organisations as administered by Sport Ireland.

The governance codes collectively assert that good governance is about delivering priorities, achieving objectives, behaving with integrity and acting in ways that are consistent with legal, regulatory, and governance obligations. Within the LSP, this incorporates the set of relationships between the board, the chairperson, the co-ordinator, staff and wider stakeholders.

Our initial declaration for this code came in 2012 when we became one of the first sporting organisations to declare the set standard of governance. In December 2021, the Board of Directors officially declared their compliance to the 'The Governance Code for Sport' as required by our main funding partner, Sport Ireland. The code is based on 5 principles:

- 1) Leading the organisation
- 2) Exercising control over the organisation
- 3) Being transparent and accountable
- 4) Working effectively
- 5) Behaving with integrity



Finance, Audit and Risk Committee – FARC - Terms of Reference

Purpose

The Board has established a Finance, Audit and Risk Committee (FARC) as a Committee of the Board to support them in fulfilling their responsibilities in relation to good financial governance, financial reporting, risk management and control systems. This includes reviewing the comprehensiveness of assurances provided to the Board, ensuring that the Board assurance needs are met as well as reviewing the reliability and integrity of these assurances. However, ultimate responsibility for this area rests with the Board who must fully consider the advice and approve or amend the recommendations from the Committee.

Membership

- The Committee will consist of 5 members drawn from the Board Members –Secretary, Treasures and one other Board Member and the Board may appoint external individuals onto the Committee to provide specialist skills, knowledge and experience. All appointments to the Committee are ratified by the Board.
- The Chairperson of the Committee may be a member of the Board
- Some members of the Finance, Audit and Risk Committee should have recent, relevant financial experience and other members should have experience in risk management, internal control and the core areas of the Clare Local Sports Partnership's (CLSP) business.
- The Board may co-opt further external members to the Committee to fill skills and expertise gaps
- Each Committee member will be appointed for a term of 3 years
- Final determination on the number of members on the Committee is a decision for the Board.

Rights

- In discharging its responsibilities, the FARC will have unrestricted access to members of management, employees, and relevant information it considers necessary to discharge its duties. The FARC will also have unrestricted access to records, data, and reports. The Committee is entitled to receive any explanatory information that it deems necessary to discharge its responsibilities
- The Committee shall have access to sufficient resources in order to carry out its duties and will be facilitated in this by the Secretary designated to support the committee.
- The Committee may procure and/or avail of specialist ad-hoc advice at the reasonable expense, subject to budgets agreed by the Board, on any matter within its terms of reference.
- The Committee has rights to access to members of the Board and other Committees to seek information relevant to its functions as per this Terms of Reference.

Access

The Internal Auditor and the External Auditor will have free and confidential access to the Chairperson of the Committee.

Secretary to the Committee

- The Committee will be provided with a secretariat function by a member of the staff
- The Secretary will ensure that the Committee members receive information and papers in a timely manner to enable full and proper consideration to be given to issues

- With the support of the Chairperson, the Secretary is also responsible for the formal induction of new members of the Committee and organising mentoring for Committee members where required
- The Committee Secretary, in conjunction with executive leads, will also have a role in facilitating overall co-ordination of the work of the Committees and their reporting to Board

Meetings

- The Committee will meet at least 5 times a year. The Chairperson of the Committee may convene additional meetings, as deemed necessary
- The Chairperson of the Committee together with the executive lead/Secretary will consider and the agenda for the meeting. Members may also propose items for the agenda to the Chairperson
- Notice of each meeting confirming the venue, time and date together with the agenda, minutes of the previous meeting, actions log and relevant papers should be circulated to Committee members and to the extent relevant and necessary to any other person required to attend, five working days in advance of the meeting
- A minimum of 3 members of the Committee will be present for the meeting to be deemed quorate
- The chairperson of CLSP can be considered to make up the quorum and he/she can delegate a board member in his/her absence
- Board members can sit in to satisfy the quorum subject to a maximum on one
- The Secretary of the Committee shall minute the proceedings and resolutions of all meetings of the Committee, including recording the names of those present and in attendance
- The committee will meet with the external auditor without the executive present at least once a year
- The Committee may ask the Co-ordinator and staff to attend to assist it with its discussions on any particular matter
- The Committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open discussion of particular matters
- The Board may ask the Committee to convene further meetings to discuss particular issues on which they seek the Committee's advice

Information Requirements

For each meeting the FARC will be provided with:

- a progress report on the financial position and performance summarising
 - income and expenditure (and a comparison with budget profiles and estimates)
 - significant assets and liabilities and material trends
 - overall cash and treasury position
 - exception reporting on issues arising, if appropriate, and explanations of variances; and
 - any key issues and relevant matters within the committee's remit that need to be highlighted.
- a progress report from Internal Audit summarising:
 - work performed (and a comparison with work planned)
 - key issues emerging from the work of internal audit
 - management response to audit recommendations
 - any key issues and relevant matters within the committee's remit that need to be highlighted

- a progress report in relation to risk management which includes:
- a copy of the strategic/corporate risk register
- a summary of any significant changes to the strategic risks and how these risks are being addressed
- a copy of the report for each internal audit review and other relevant third-party assurance reports
 - a progress report (written/verbal) from the external audit representative summarising work done and emerging findings (this may include, where relevant to the organisation, aspects of the wider work carried out by external audit)
 - on a periodic basis management assurance reports and details of third party and other reviews undertaken across the organisation

As and when appropriate the Committee will also be provided with:

- the draft financial statements of the CLSP
- a report on any changes to accounting policies
- external audit's management letter and report
- the risk management policy.

Duties and Responsibilities

In overall terms the role of the FARC is to provide advice to the Board across a range of its key financial, risk and audit area including corporate governance and financial management obligations as follows:

Financial Reporting

The Committee shall advise the Board on the accounting policies and monitor the integrity of the financial statements, reviewing and reporting to the Board on significant financial reporting issues and judgements which they contain

- In particular, the Committee shall review and challenge where necessary:
 - the consistency of, and any changes to, accounting policies
 - the methods used to account for significant or unusual transactions
 - whether the CLSP has followed appropriate accounting standards
 - all material information presented with the financial statements
- The Committee shall advise the Board on the process for review of the financial statements prior to submission for audit levels and on the letter of representation to the external auditors
- Where requested by the Board, the Committee should review the content of the annual report and accounts and advise the Board on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary for stakeholders to assess the CLSPs performance and strategy

Financial planning and budgeting

The Committee will

- oversee the annual and multi-annual budgetary planning cycle
- examine the annual budget and plan prepared for the CLSP
- provide advice to the Board and, as appropriate, recommend the budget for approval by the Board

Financial performance

In the context of the annual and multi-annual budgetary process, the Committee will

- scrutinise the management accounts and related financial performance reports on income, expenditure and cash
- review the outturns against the forecasted position as per the annual budget profiles
- monitor the financial position and consider alternative scenarios, options or variations necessary to sustain the budgetary targets

Financial strategy

In supporting the work of the strategy committee, the FARC will

- oversee the preparation of the financial strategy of the and advise the sub-committee and Board in relation to its adoption
- monitor and report on the strategy and specifically its alignment with the overall strategic plan
- review expenditure on all major projects both operational/ activity and capital infrastructure, from their inception to conclusion, in the context of the approved business cases, budgets and programmes
- review and advise the Board in relation to the pension and other related obligations

Financial policies and procedures

The Committee will

- Review and oversee, as required, the development of new policies relating to the financial governance and financial management and recommend them to Board for approval

Banking, Investments, Treasury and Borrowings

The Committee will

- Oversee and as appropriate make recommendations to the Board in relation to banking arrangements, investment and treasury policy
- Oversee approval of authorised signatories for banking and related activities

Contracts and Agreements

The Committee will

- provide oversight and where appropriate review and make recommendations to the Board in relation to contracts and agreements with third parties as well as joint ventures and similar type activity
- Advise the Board on the financial aspects of significant capital projects

Internal Controls and Risk Management Systems

- The Committee shall review the adequacy and effectiveness of the internal control systems including financial controls and the control environment, control procedures and risk management systems
- The Committee shall advise the Board on the risk management framework and on its effectiveness in supporting the arrangements for risk management, internal control and governance
- The Committee will consider and advise the Board in relation to the statements to be included in the annual report concerning internal controls and risk management
- The Committee shall consider the risk register, including an assessment its principal risks and the mitigating controls in place or being put in place
- The Committee shall consider updates from management in relation to the risk profile, risk appetite and/or risk tolerance

Compliance

The Committee shall consider reports and updates from management in relation of the adequacy and effectiveness of the policies and compliance management systems and their consistency with compliance programmes

The Committee will consider the Directors' Compliance Statement to be included in the annual report and provide a recommendation to the Board in relation to this statement.

Internal Audit

- The Committee shall monitor and review the effectiveness of the internal audit function in the context of the overall risk management system
- The Committee shall review periodically reports on the results from the internal auditor's work
- The Committee shall review and monitor management's responsiveness to the findings and recommendations of the internal auditor

External Audit

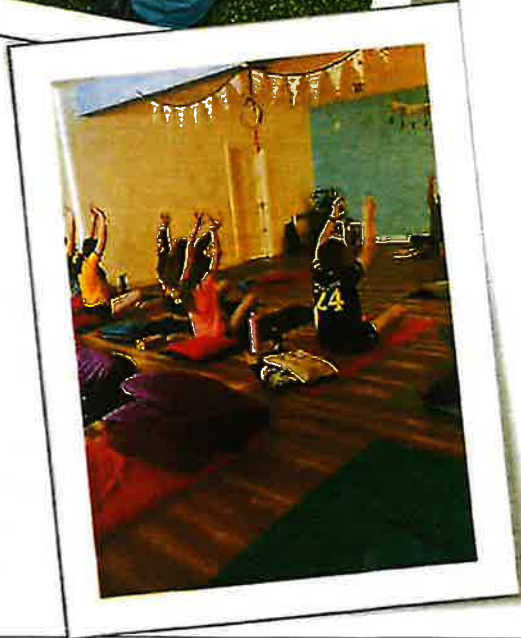
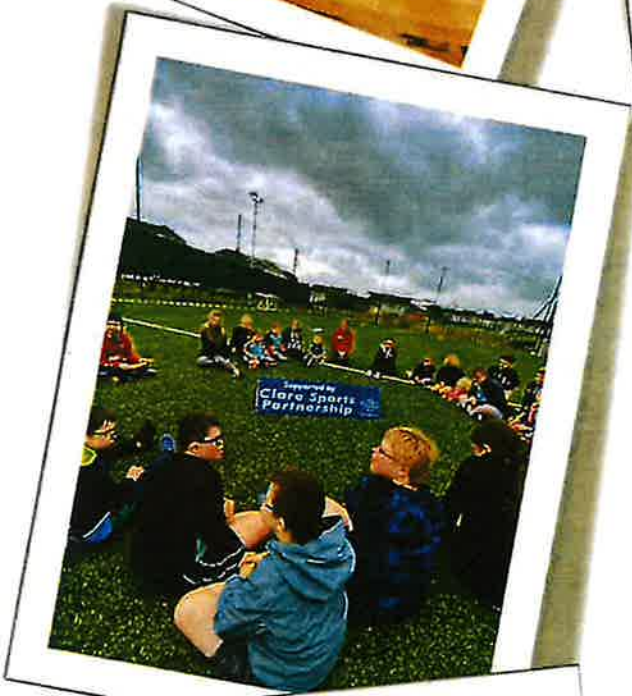
- The Committee shall consider and make recommendations to the Board in relation to the appointment, re-appointment and removal of the external auditor
- The Committee shall meet regularly with the external auditor, including once at the planning stage before the audit and once after the audit at the reporting stage. The committee shall meet the external auditor at least once a year to discuss their remit and any issues arising from the audit
- The Committee shall review any representation letter(s) requested by the external auditor before they are signed by management
- The Committee shall review the management letter and management's response to the auditor's findings and recommendations

Other

- The Committee will work and liaise with all other Committees as necessary
- The Committee will work to an annual work programme approved by the Board
- The Committee will also periodically review its own effectiveness (including reviewing its terms of reference) and report the results of that review to the Board
- The Committee's duties and responsibilities can be amended and updated by the Committee as and when required
- The Committee shall advise the Board on assurances relating to the management of risk and corporate governance requirements and consider the organisation's overall assurance processes

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 FARC 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.

Confidentiality

The agenda, papers, reports and documentation provided in the context of the work of the Committee are confidential and will contain sensitive material and information necessary to allow members to carry out their duties. Members and those in attendance, shall not, without the approval of the Chairperson, discuss with or disclose, directly or indirectly, information to third parties.

Reporting

- At all Board meetings the Committee will provide an update to the Board (including updating the Board on any previous Committee meeting, Committee business and any recommendations, advice and any relevant matters that should be brought to the Boards attention). This update is in the form of the minutes of the previous FARC meeting
- The Committee must advise the Board between Board meetings if a matter is urgent and/or serious
- The Committee shall make a statement and provide an overview of its activities in the Annual Report
- The Committee will provide the Board with an Annual Report summarising its conclusions from the work it has done during the year, progress with the work programme and the outcome of its self-effectiveness review. This Report will be timed to support finalisation of the organisation's annual report and financial statements.

Review

This Terms of Reference is required to be approved by the Board and reviewed by the Board

Finance

Our accounts are independently audited on an annual basis. The 2023 accounts have been prepared by our company accountants, BR Accountants Limited, Unit 16 Roslevan Shopping Centre, Tulla Road, Ennis, Co. Clare. (Note, BR Accountants Limited was formally known as Vaughan & Co.)

Our organisation cannot exist without the continued support of our funding partners and we would like to thank them for their ongoing belief and support. Our primary and core funding partner was Sport Ireland. Our other main funding partners that we would like to thank are:

- Dormant Accounts
- HSE
- Clare County Council
- Healthy Ireland through Healthy Clare

