



Waterford Sports Partnership

Strategic Review

2007 -2013



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1 Introduction

1.1 Background

Waterford Sports Partnership (WSP) was one of the first twelve Local Sports Partnerships (LSPs) established by the Irish Sports Council (ISC) in 2002.¹ LSPs were established to create a sustainable structure at local level for all to become involved in sports and are central to progress the ISC participation strategy.² LSPs are guided by and receive their funding through the ISC from the Department of Transport, Tourism and Sport. A key recommendation in the Fitzpatrick Report was that from 2009, the LSP must generate 50% of its operating costs locally. The remaining funding is sourced primarily from other agencies, with local authorities playing a key role in financially supporting LSPs.

WSP is an independent limited company, governed by a board of Directors from statutory, local development, community/voluntary sector agencies and sports groups across Waterford. A Co-ordinator, four Sports Development Officers, a part-time Communications Officer and a part-time Office Administrator are employed to carry out the work of WSP from two offices bases – Dungarvan and Waterford City. A Sports Inclusion Disability Officer was employed until 2011 when the resources could not be secured to maintain this post.

The main aims of WSP are to co-ordinate and promote the development of and participation in sport and physical activity in Waterford. A core focus of the work of WSP is to encourage and increase participation amongst people who may not traditionally engage in sport and physical activities.

The second and current WSP strategic plan "Everybody Active" 2007-2011 identified four strategic themes:

- Participation "Activity for All"
- Quality "Quality Experiences, Quality Clubs, Quality Volunteers"
- Communications "Increased awareness, increased participation"
- Partnership Growth "Building the Partnership"

It was agreed that this plan would continue to inform the work of WSP throughout 2012 and while the current review and planning process is being completed in 2013. These four themes are the foundations for the work of WSP. There is a focus on specific target groups known for lower participation which includes:

- Young people
- Older adults
- Women and Teenage Girls
- People with disabilities
- Disadvantaged Groups.

A review of the current WSP Strategy and a process to develop the next strategy was undertaken during 2013 by the board, staff and stakeholders involved in WSP. This report outlines the outcomes from the review which will inform the future strategic direction of WSP.³

¹ Waterford is used to describe the city and county of Waterford

² The Irish Sports Council, Statement of Strategy 2012-2014

³ WSP Strategic Plan 2014-2017

1.2 The Strategic Review and Planning Process

The strategic review and planning process commenced in late April 2013 and was concluded in November 2013.

The strategic review and planning process involved:

- Reviewing key documents which included: WSP Mid Term Strategic Review Report, WSP Strategic Plan 2007-2011, WSP annual reports 2007-2012, SPEAK reports, WSP Newsletters and Website, The Irish Sports Council Statement of Strategy 2012-2014, Hi-Healthy Ireland, Putting People First Action Programme for Effective Local Government, The Toronto Charter for Physical Activity (2010): A Global Call to Action and various relevant strategies, policies and research.
- A comparative assessment of Census 2011 to 2006
- Consulting with key stakeholders which included:

An externally facilitated focus group with WSP staff
Two externally facilitated focus groups with the WSP board
641 respondents to an online survey sent through the WSP database to sports clubs organisations, schools and educational establishments, National Governing Bodies, voluntary/community and statutory organisations and individuals
Focus groups with <ul style="list-style-type: none"> - Waterford County Council Management Team - Waterford Local Authorities Joint Management Team - Waterford County Council Strategic Policy Committee - Waterford City Council Strategic Policy Committee
Telephone interviews with key stakeholders: <ul style="list-style-type: none"> -Andy Walker, HSE Health Promotion Manager -Denis McCarthy, County Manager, County Waterford County Council -Don Tuohy, Senior Executive Officer, Waterford County Council & WSP Board Member -Fiona Coyne, Director of Participation, Irish Sports Council -Johnny Brunnock, Community Development Worker, Waterford County Council -Gary Power, FAI Sports Development Officer -Lola O'Sullivan, Waterford County Councillor & WSP Board Member -Michael Walsh, City Manager, Waterford City Council -Paddy Lavelle, former CEO Waterford VEC & WSP Board Member -Rosie Donnelly, Lecturer BA Health Promotion, Waterford Institute of Technology & WSP Board Member -Tom Rogers, Co-ordinator, Go Dungarvan Smarter Travel -Vinnie O'Shea, RAPID Co-ordinator, Waterford City & WSP Board Member

- The board of Waterford Sports Partnership contributed to and were kept informed of progress through ongoing communication and draft documents.

2 Setting the Context : External Review

Since WSP developed its last plan in 2006/2007, there have been significant changes in the external environment. Understanding the context in which WSP works is crucial to shaping its future actions. This section outlines the current economic and demographic environment and the relevant current existing and new policy issues to be considered. Overall the public policy environment appears generally favourable for LSPs into the next strategic planning period.

2.1 The Environment – Economic and Demographic

A) Economic Downturn

When the last WSP plan was developed in 2006, Ireland had experienced unprecedented economic growth over a decade. While it was not expected that growth would continue at this pace, the depth and impact of the recession that followed was not anticipated. The National Recovery Plan 2011-2014 (and subsequent budgets following instructions from the IMF / ECB / EU 'Troika' to which Ireland is currently indebted) is the national framework that underpins all public expenditure. These set out measures to address the current budgetary deficit involving cuts to public service funding including the funding streams relevant to WSP. Furthermore the recession also undermined the financial stability of existing sports clubs and organisations as membership declined in some cases and available funding decreased (Sports Capital Programme was suspended and local business sponsorship declined). At the same time as these funding cuts are being implemented, the need for public services and supports is increasing with sports participation rising across all age groups and genders (Irish Sports Monitor 2011).

One of the key challenges emerging from the recession is unemployment, and particularly concerns regarding youth unemployment. The following table highlights the levels of people currently on the live register in Waterford compared to December 2006:⁴

Live register	2006 (December)	2013 (August)	Change (% inc.)
Waterford	6,266	13,699	7,433 (119%)

Further analysis of deprivation by ED is detailed below under Demographic Profile.

B) Demographic Profile⁵

The key demographic changes and observations in Waterford noted for the census periods 2006 and 2011 include:

- An overall increase in the population of the City and County area of 5.4% from 107,961 in 2006 to 113,795 in 2011.
- Most of this increase happened in the County area (62,213 to 67,063 i.e. 8%) with a lower increase in the Waterford City (45,748 to 46,732 i.e. 2%).
- National growth at this time was 8.2%.
- The most significant change in demographic is seen in the population aged 15 and over by principal economic status
 - those at work reduced from 54.1% to 47%
 - those unemployed increased from 5.2% to 12% (2011 10.6% County, 13.8% City).
 - those looking after home/family reduced from 11.8% to 9.6%
 - those retired increased from 12.9% to 14.4%
- The age profile of the population is moving towards an older population with 29.7% 50 and over in 2011 versus 28.4% in 2006.
- The usual resident population by birthplace and nationality, other than from Ireland, has increased overall from 13,034 and 10,097 respectively in 2006 to 16,031 and 12,775 in 2011.

⁴ www.inou.ie

⁵ See appendix 4 for more details

- Disability numbers have increased from 10,224 in 2006 to 15,635 in 2011 i.e. 9.5% of total population in 2006 to 13.7% of population in 2011.

A review of the 2011 Pobal HP Deprivation Index (Haase) for Waterford City and County highlights the following:

Waterford City

- Overall the local authority area comprises a wide spectrum with regard to deprivation. Of the 37 EDs in Waterford City most (29) are on the disadvantaged side of the spectrum, i.e. two are very disadvantaged (Larchville (-22.1) and Lisduggan (-21.5)), 17 are disadvantaged and ten are marginally below average. This means that that 78% of all EDs in Waterford City are marginally below average or worse.
- Unemployment rates in individual EDs reach levels well above those prevailing county wide and are highest in Shortcourse (59% male, 40.3% female), followed by Larchville (50.2% male, 30.7% female), Lisduggan (53% male, 30.7% female), Ballybeg North (53.1% male, 30.5% female) and Roanmore (48.6% male, 33.3% female). In other words, male unemployment exceeds the 50 per cent mark in four EDs. This compared to a national male unemployment rate of 22.3% in 2011.

Waterford County

- Overall the county is not characterised by particular extremes whether with regard to affluence or deprivation. The most disadvantaged EDs are Knockaunbrandaun (-15.6) and Dungarvan No 1 Urban (-13.9). But these are the only two EDs which fall into the 'disadvantaged' category. All the other EDs are, at the most, marginally below the national average.
- Unemployment rates in individual EDs reach levels well above those prevailing county wide and are highest in Dungarvan No 1 Urban (20.5% male, 12.7% female), followed by Kilmacthomas (11.4% male, 12.9% female), Ardmore (11.6% male, 12.3% female), Kilmeaden (9.9% male, 14.3% female) and Cappoquin (11.1% male, 11.7% female).

2.2 Government Policy and Structural Change

The national recovery plan and subsequent government policies outline change across a broad range of statutory and state funded services. These changes primarily aim to reduce public expenditure and increase efficiencies. In addition key policies have been announced by a range of key stakeholders. A short synopsis of the changes proposed/taking place and key policy documents that are likely to affect the work of WSP are:

A) The National Programme for Government 2011-2016

The National Programme for Government 2011 - 2016 commits to a "fair, socially inclusive and equal society". Within the context of sport, the Programme for Government commits that "In future sports funding should prioritise projects which further greater participation in sport on a local and national level" and this is echoed in the Department of Transport, Tourism and Sport's overall sports policy goal "To contribute to a healthier and more active society by promoting sports participation and by supporting high performance and the provision of facilities." WSP is the primary agency with responsibility for greater participation in sport at local level.

B) Local Government Reform

In October 2012, Putting People First – Action Programme for Effective Local Government, was published and approved by government. It outlines significant changes that are underway, to reform local government. Some of the key considerations based on the information available are:

- Waterford City and County Councils are to merge forming one local authority. This process is currently underway with the new merged Local Authority to be in place by July 2014.
- Municipal districts will be established across the county and will replace town councils.

- Elected members will have more input into decisions such as recreation, amenity and community development.
- There will be a stronger role for local government in economic development and it will have a central role in the oversight and planning of local and community development programmes. The County and City Development Boards (CDBs) are to be replaced by Local Community Development Committee (LCDC). Initial pilots are underway but it is anticipated that this multi agency structure will be in place in all local authorities in 2014.

A vision for the county will be developed to underpin the future work and role of the amalgamated local authority. It is likely to focus on promoting and developing Waterford as an attractive place to live. Promotion and development of infrastructure such as the Waterford/Dungarvan Greenway and natural amenities such as the mountains, sea, and road network are likely to be included in the agreed vision and associated plans.

C) Education and Training Boards

On July 1st 2013, sixteen Education and Training Boards (ETBs) were established as new statutory education authorities. The 33 VECs were disbanded and replaced by the new ETB structure. Plans to integrate the sixteen FAS training centres into the ETB are progressing and will be complete in June 2014. The ETBs will continue to maintain their role in first level and second level and meet the skills needs of jobseekers and other learners through a range of further education and training programmes. Waterford County, Waterford City and Wexford VECs have merged as part of this process.

2.3 National Strategies and Relevant Policies

A) Irish Sports Council

The proposed amalgamation of the National Sports Campus Development Authority, Coaching Ireland and the Irish Sports Council as 'Sport Ireland' is underway. The plan and structure for the new body is not yet finalised but it is anticipated that legislation will clarify this in the coming months. While it is anticipated that the ISC framework will continue to underpin the work of LSPs, the way that the LSPs are supported and monitored could change. Advancing the participation agenda remains a strong focus of the ISC's new strategy for 2012 – 2014. The strategy strongly endorses the work of the LSPs to date and commits the ISC to fully support the network into the future. In terms of specifics, the Council commits to preparing "a general guide on policy and programme priorities for the LSPs" to include assistance on the SIDO programme, direction on new initiatives such as Link2BActive and advice with mass participation events, such as An Post Cycle Series. The preparation of these guides will follow the principle that the LSPs understand best what is required in their local areas. Under the Women in Sport initiative, the strategy acknowledges the recommendations of the KKP review which emphasised the importance of LSPs adopting a partnership approach in running successful events and which identified mass participation events as potentially powerful means of promoting greater women's participation.

The ISC is committed to the targets set in the previous three-year strategy, specifically the 45% of the adult population participating in sport by 2020. It also recognises that increasing participation in sport and physical activity requires multi-sectoral efforts involving agencies from education, transport, environment, health and sporting bodies at national and local level and across private and voluntary groups. At national level the ISC promotes this multi agency approach and works closely with sport national governing bodies and other stakeholders to progress this work.

The ISC is committed to robust measurement that contributes to evidence-based decision making for the programmes it supports. Funding will not be secured for programmes that do not fit or provide evidence of increasing participation. Partnerships between sporting organisations and the joint delivery of programmes will be encouraged.

The ISC recognises that the full potential of outdoor recreation and the need of existing sport/recreational facilities have yet to be fulfilled. It is committed to the implementation of its trails

strategy which will make a major contribution to outdoor recreation, participation in physical activity and tourism.

B) Health

In 2012 the government announced significant changes to the health care system and structure in Ireland *Future Health: A strategic framework for the reform of the health service 2012-2015*. Four pillars underpin this change one of which is an increased focus on health and wellbeing. This recognises the need for the health service to move from treating ill people. The development of a health and wellbeing framework is planned. The role and increased emphasis on the delivery of health through primary care is also noted. The changes also include the abolition of the HSE board, and the establishment of six hospital groups nationally with Group CEOs having budgetary responsibility for both the HSE and voluntary hospitals in their group.

This phase will also see the establishment of the new Child and Family Support Agency. The new Children's First Guidelines have not been published but are expected in the coming months. The new legislation puts increasing responsibility on all citizens to report and respond to suspected child welfare and protection issues. This is likely to result in changes to the child protection and code of ethics required from sports clubs and groups.

Healthy Ireland (HI) - A Framework for Improved Health and Wellbeing, 2013 – 2025

This document is a cornerstone strategy which will inform the work of WSP. The Healthy Ireland framework is described as "a collective response to the risks that threaten Ireland's future health and wellbeing, as well as its economic recovery." The vision is "where everyone can enjoy physical and mental health and wellbeing to their full potential, and where wellbeing is valued and supported and at every level of society is everyone's responsibility". HI draws on existing policies but proposes new arrangements to ensure effective co-operation and collaboration and to implement evidence-based policies at government, sectoral, community and local levels.

Three HI goals are particularly relevant to the work of the LSP Network. Goal 1 aims to increase the proportion of people who are healthy at all stages of life. This means addressing risk factors and promoting protective factors at every stage of life - from pre-natal, through early childhood, adolescence, adulthood and into old age, to support lifelong health and wellbeing – see the research evidence below about the particular importance of life-course "transitions" in influencing participation in sport and physical activity. Goal 2 seeks to reduce health inequalities and is an acknowledgement that health and wellbeing are not evenly distributed across Irish society. These inequalities are reflected in sport particularly around the social gradients in participation. Interventions are required to address the wider social determinants of health including participation in physical activity. Goal 4 aims to create an environment where every individual and sector of society can play their part in achieving a healthy Ireland. It recognises that promoting society-wide health and wellbeing requires society-wide involvement in and engagement with health and wellbeing promotion and improvement activities - from individuals making positive lifestyle choices and projects run by community and local groups, to policy and legislative changes at the highest level of government.

One of the early actions identified by HI is the development of "a plan to promote increased physical activity levels across the population, as an exemplar of how Healthy Ireland will work." An inter-Departmental / Agency group has been established under the co-chairs of Department of Transport, Tourism and Sport and Department of Health. The ISC and Federation of Irish Sport are among the organisations represented on this group.

Increasing emphasis therefore is being placed on multi agency approaches to health and wellbeing. The Health Service Executive 'Health Promotion Strategic Framework' also highlights the benefits of multi agency stakeholder involvement in health initiatives. The National Taskforce on Obesity report also outlines the need for the public sector, the private sector and the community and voluntary sectors to work in partnership to promote healthy eating and active living to address obesity. Similar strategies are proposed to combat mental health and suicide issues. WSP has a role in supporting a number of the relevant goals in these strategies.

This offers opportunities for LSPs, as the multiagency structures that are central to their work are composed of a number of the key stakeholders outlined in this strategy. In addition WSP is a member of two World Health Organisation initiatives at local level - Waterford Healthy Cities and Age Friendly Cities. This provides an important opportunity for WSP to progress its objectives in collaboration with local health services and providers.

C) Facilities

The proposed new National Sports Facilities Strategy includes commitments and recommendations which provide significant potential for LSP input to ensure the more strategic deployment and usage of facilities to advance the participation agenda. They include:

- The promotion of dual use facilities and the shared use of existing facilities suggesting that the creation of links between schools, sports clubs and communities will be important during the strategy period, a key role of LSPs
- The prioritisation of facilities “which will aid social inclusion” and “that cater for individuals and informal groups not affiliated to a specific sports club”. Again these hard to reach groups are the type of groups which LSPs can access
- The establishment of a new interdepartmental / agency forum, comprising representatives of other Government Departments, State bodies and relevant stakeholders.
- The future provision of sports facilities will be considered in the “broader framework of active leisure, recreation and amenity” which brings the issue well within the scope of greater LSP influence. It also recognises the increasing dominance of sports participation by a broader range of individual-based activities such as recreational walking, exercise, swimming, cycling, running, etc.

D) New PE Curricula

While the primary PE curriculum has been in place unchanged since 1999 the frameworks around Junior and Senior Cycle PE Curricula are both subject to important changes in the near future. A new Junior Cycle Framework (JCF), to be introduced from September 2014, is intended to give schools more flexibility to choose from a “menu” of subjects, short courses and other learning experiences to meet the needs and interests of their students. The focus will be on school-based assessment with a move away from the formal Junior Certificate examination.

As far as physical education is concerned there are some positive and some potential negatives within the framework. Of the 8 principles underpinning the framework, one is concerned with “wellbeing” while two of the 24 Statements of Learning expected of the student at the end of the Cycle relate to activity in some way, the main one being Number 12 stating that the student is a confident and competent participant in physical activity and is motivated to be physically active.

Regrettably PE is a short course rather than a subject (whether or not it is “taught” is at the discretion of the school) which means it is earmarked for approximately 100 hours of student engagement over the two or three years (approximately 1 hour per week) and specified at a common level across the entire junior cycle.

Physical Education is not currently part of the Senior Cycle. However, a consultation document produced by the National Council for Curriculum Assessment (NCCA) proposes that PE will have two elements in senior cycle – with Leaving Certificate Physical Education (LCPE) being developed as a full Leaving Certificate subject and Senior Cycle Physical Education (SCPE) designed to provide schools with a framework within which they can design a PE programme for students who do not choose to take PE as part of their Leaving Certificate. The document identifies that challenges exist around the implementation of the new Framework around facilities, resources and personnel and creative solutions will be needed such as sharing of facilities and teachers between schools in close proximity.

There are also time pressures on the curriculum given the expectation to have at least one double class of PE per week. In the event of resource constrictions it is likely that the SCPE (which will target the “less sporty” students) will lose out. This is a concern given that these are the students who are

most likely to give up sport and PA at this point with potential long-term consequences for their engagement with PA. On the upside, SCPE provides that activities will be selected in consultation with students. It will also include activities that students consider enjoyable and worthwhile. It therefore promotes greater “ownership” of their learning by the students. It also intends to encourage links between what happens in PE class and Extra-Curricular and Extra-School activities, and with LSPs and sport and recreation groups in the community.

E) National Disability Strategy Implementation Plan 2013-2015

This plan was prepared by the National Disability Strategy Implementation Group (NDSIG) under the stewardship of Minister Kathleen Lynch and approved by Government in July 2012. It sets out the practical measures to be taken under the National Disability Strategy (NDS) during the 3 years. The NDS is intended as a whole-of-Government approach to advancing the social inclusion of people with disabilities. The NDSIP aims to promote an inclusive Irish society where people with disabilities can reach their full potential and participate in the everyday life of the community. There are a number of specific actions referencing sport including that LSPs will be sustained and resourced appropriately and will assist and support programmes for people with disabilities, the facilities supported under the Sports Capital and Swimming Pool Programmes will be fully accessible and the ISC will support CARA to roll out disability training initiatives to mainstream clubs through the LSPs and disability groups.

The NDSIP has been drawn up with due consideration to the obligations contained in the UN Convention on the Rights of Persons with Disabilities and seeks to enable “persons with disabilities to participate on an equal basis with others in recreational, leisure and sporting activities”. Ireland is a signatory to the Convention and the current Government has committed to ratifying it once the relevant legislation has been enacted. Such ratification would have profound implications for all bodies, including the LSPs, involved in promoting sports participation throughout the population.

F) Smarter Travel – A Sustainable Transport Future 2009 – 2020

This strategy was published in 2009 by the Department of Transport and it formed the backdrop for the National Cycle Policy Framework 2009 – 2020 (NCPF). The NCPF outlines 19 specific objectives and details 109 actions aimed at ensuring that a cycling culture is developed in Ireland to the extent that, by 2020, 10% of all journeys will be by bike. The NCPF operates at various levels and incorporates specific initiatives such as Green Schools Travel Programme, the Bike to Work Scheme, the Dublin Bikes initiative (being extended to Cork, Limerick and Galway), plans by the National Transport Authority to extend bike lanes and cycle paths to Meath, Wicklow and Kildare, and the Smarter Travel Demonstration Areas (Limerick, Dungarvan and Westport are the first 3 selected sites). The “Smarter Travel *Go Dungarvan*” proposal was developed by Waterford County Council in association with Dungarvan Town Council with the support of Waterford Sports Partnership, Waterford IT, the Chamber of Commerce and local businesses.

The implementation of “Go Dungarvan” as a Smarter Travel Area provides the opportunity to test the success of a range of Smarter Travel measures in a medium-sized town. Dungarvan Smarter Travel will demonstrate, using a clear evidence base, the type of measures that can be rolled out to similar sized towns in Ireland. “Go Dungarvan” sets out innovative behavioural change proposals aimed at providing new solutions for travel needs. A behavioural campaign seeks to create a modal shift away from the car over the five-year project period through a combination of personal, workplace and school travel planning and also by addressing the needs of specific target groups. A key component of the “Go Dungarvan” initiative will be a travel centre which will be located in the town centre. The centre will act as a primary contact point for sustainable travel information.

The proposal also sets out a number of infrastructural measures which complement the behavioural measures. These include elements to calm traffic (30kph zone and reassigning road space to more sustainable modes) and enhanced cycling facilities (both high quality amenity routes and cycle parking in the town centre). Dungarvan is a compact and relatively flat town which is an advantage when promoting a switch to walking and cycling.

Operating at multiple levels (physical planning, communication, education, marketing, fiscal and legislative) and involving many stakeholders, the NCPF is creating a very strong and favourable environment to enable the promotion of cycling for commuting, recreation and sport. It is clear from the research emerging from the Irish Sports Monitor and other sources that the overall cycling policy framework is helping to address the long-term decline in cycling seen since the 1980s. For WSP, the trend in increased cycling and the favourable policy environment should continue to be capitalised on.

G) Keeping Them in the Game: Taking Up and Dropping Out of Sport and Exercise in Ireland

The largest study of participation in sport and exercise ever conducted in Ireland was published in December 2013. *Keeping them in the Game*, commissioned by the Irish Sports Council and compiled by ESRI researchers, provides evidence for policy from three large nationally representative surveys of activity, covering everyone from primary school children to older adults. The key findings include:

- Almost all primary schoolchildren engage in regular sporting activity – it's what happens after that stage that is a cause for concern.
- Many children drop out of regular activity during the second-level years, especially girls.
- School exams have a strong negative impact: students participate less in exam years and this has a lasting effect on whether they are active in later years.
- Students who play sport get, on average, better Leaving Certificate results.
- Activity as an adult is less related to attitudes and beliefs than to life events: most adults believe sporting activity is good for them and want to be more active, but leaving education, work commitments, relocations and family responsibilities lead many to drop out.
- Cycling and, in particular, swimming, are most likely to persist into later adulthood; Gaelic games meanwhile have a high drop-out rate.
- New sporting activities are mostly taken up through social connections with friends, colleagues and family members; finding facilities is not a barrier.
- These factors lead to a widening socio-economic gap as people progress through adulthood – the less well-off are more likely to drop out from sport as young adults and less likely to take up new activities.

H) EU Proposal around Health Enhancing Physical Activity (HEPA)

The EU has recently become much more active in setting out its goals and ambitions around HEPA. The Commission has identified the possible need for policy action on physical activity as a standalone public health priority. In late 2012, it developed a Recommendation promoting a cross-sectoral approach around HEPA based on the EU Physical Activity Guidelines, including a light monitoring framework. The Commission identified the sport sector, “through its activities at grassroots level and with a sport-for-all focus, as a key player in any successful effort to promote HEPA”.

The Commission’s recommendation invited Member States to (i) develop a national strategy and action plan for promoting HEPA across sectors, (ii) monitor physical activity levels and the implementation of HEPA policies by making use of the monitoring framework it developed and (iii) cooperate closely among themselves and with the Commission through regular exchange of information and good practice on HEPA promotion within relevant Union level structures. The Recommendation also provided for an accountability framework where Member States would be expected to report to the Commission on progress in implementing it. The Recommendation is intended to mobilise stakeholders, including the ones most directly related to physical activity, such as sport organisations.

I) Toronto Charter for Physical Activity

The Toronto Charter for Physical Activity (2010) was developed with extensive worldwide stakeholder consultation and is consistent with the WHO Global Strategy for Diet and Physical Activity. It is increasingly becoming accepted as a framework to inform strategic planning. It outlines that physical

activity is influenced by a range of policies and practices including: education, transport, parks and recreation, media, business. This charter outlines the seven best investments for physical activities, which are supported by good evidence of effectiveness and that have worldwide applicability as follows:

1. Whole of school programmes- schools play an important role in developing the knowledge, skills and habits for lifelong healthy and active learning
2. Transport policies and systems that prioritise walking, cycling and public transport
3. Urban design regulations and infrastructure that provide for equitable and safe access for recreational physical activity and recreational and transport-related walking and cycling across the life course
4. Physical activity and non communicable disease prevention integrated into primary health care systems
5. Public education, including mass media to raise awareness and change social norms on physical activity
6. Community wide programmes involving multiple settings and sectors that mobilise and integrate community engagement and resources
7. Sports systems and programmes that promote 'sport for all' and encourage participation across the life span.

J) Tourism

Tourism is recognised as an increasingly important driver of economic activity for Ireland. The tourism and hospitality industry employed approximately 185,000 people in 2012 and generated over €5 billion in revenue from home and abroad – equivalent to over 3% of GDP or almost 4% of GNP [at constant (2010) prices]. Tourism also shapes Ireland's image and attractiveness as a place to live, work and invest. A new national Tourism strategy is being developed by the Department of Transport, Tourism and Sport with a consultation process announced in September 2013. This plan is due for completion in 2014. Sports tourism is a key and growing area. Given the remit of the Department of Transport, Tourism and Sport there is opportunity to embed sports and physical activity further in future tourism policy areas.

2.4 Overall assessment and considerations for the WSP strategic plan

- Sports participation is rising across all age groups and genders and demand for sports and physical activity is rising.
- Reductions in public expenditure are impacting on the funding available to WSP and its partners to progress its work.
- Unemployment particularly amongst young people in a major national and local concern.
- Waterford is a large county with a high population base. Pockets of substantial disadvantage exist in Waterford City and consideration of WSP's role in engaging people in these areas is required.
- Substantial reform of local government is currently underway. This will result in the merger of Waterford City and County local authorities. As both currently fund WSP, maintaining local authority support at the same level and connection to the work and role of WSP is critical.
- The role of elected members in decision making will increase at local levels.
- Local Community Development Committees will replace County and City Development Boards. An increasing emphasis on the role of local authorities in community and economic development is anticipated. It will therefore be critical for WSP to position itself appropriately to influence such decisions.
- A new plan and vision for the county will be developed. This provides an opportunity for WSP to input and link with planning.
- The establishment of the Education and Training Board offers WSP an opportunity to explore whether it can play a role in shaping the delivery of accredited sports related programmes through schools or training institutions in Waterford.
- An increasing emphasis on health and wellbeing, and its fit with sports and physical activity, could provide WSP with opportunities to develop and build on relationships with health providers.
- Responding to changes in Children's First that impact on child protection training and supports need to be prioritised.
- The favourable environment for cycling and smarter travel initiatives should continue to be capitalised on.
- The key findings of the recent 'Keeping Them in the Game' study should be considered in terms of programme design and timing for targets.
- Changes occurring within the ISC may impact on how LSPs are worked with into the future.
- However, LSPs play an important role in progressing the ISC plans. The priorities of the ISC need to continue to fit with WSP plans into the future.
- European programmes could be enacted in the future providing opportunities for WSP.
- The Toronto Charter for Physical Activity provides an important framework to underpin increasing participation in sports and physical activity.
- There are opportunities for WSP to consider its role in ensuring that sport or activity related tourism initiatives in Waterford also integrate opportunities that promote participation in physical activity for Waterford people.

3 Strategic Review 2007 to 2013

As highlighted in section one, the work of WSP to date has been underpinned by four strategic themes:

- Participation "Activity for All"
- Quality "Quality Experiences, Quality Clubs, Quality Volunteers"
- Communications "Increased awareness, increased participation"
- Partnership Growth "Building the Partnership"

Strategic objectives and actions were agreed to implement the plan. These were reviewed and adjusted on a yearly basis. In addition to the objectives set in 2006/2007, opportunities emerged and were taken by WSP, to become involved in the development and roll out of the Go Dungarvan Smarter Travel project, and to employ a dedicated Youth Sports Development Officer, targeting disadvantaged young people in Waterford City. These were two major unanticipated developments.

Detailed information on progress/challenges is outlined through WSP SPEAK reports which are published in the WSP Annual Report. The appendices present detailed information on the progress made to implement the strategy 2007 to 2013.

3.1 Participation "Activity for all"

WSP agreed the following strategy to increase participation in sports and physical activities 2007 to 2013:

<i>General Population</i>	<ul style="list-style-type: none"> • Improve awareness of the benefits of sports and physical activity participation and promote opportunities that exist in Waterford • Promote walking and cycling as accessible options for regular physical activity • Promote positive attitudes to physical activity amongst families encouraging them to be active together e.g. Waterford Active Schools Programme (WASP).
<i>Young People</i>	<ul style="list-style-type: none"> • Promote and support physical activity for pre-school children e.g. the Buntus Start Programme • Support the implementation and sustainability of activity programmes in Primary Schools, e.g. Buntus, WASP • Develop and support initiatives to increase the participation of teenage girls in sport and physical activity • Develop a positive approach to lifelong physical activity • Explore opportunities to participate and/or support participation through the Transition Year Programme • Enhance communications and links between schools and clubs.
<i>Older Adults</i>	<ul style="list-style-type: none"> • Promote and support opportunities for physical activity amongst older adults e.g. Go for Life Programme • Support access to funding and participation initiatives for older adults • Develop leadership skills amongst older adults.
<i>Women and Teenage Girls</i>	<ul style="list-style-type: none"> • Develop and support initiatives to increase the participation of women and teenage girls in sport and physical activity • Access funding to support such initiatives
<i>People with Disabilities</i>	<ul style="list-style-type: none"> • Source funding to employ a Sports Inclusion Development Officer for Waterford • Create a co-operative network to promote participation of people with disabilities and to create participation opportunities for people with disabilities • Develop training opportunities for leaders to promote the inclusion of people with disabilities • Develop programmes to promote participation of people with disabilities.
<i>Other Minority Groups.</i>	<ul style="list-style-type: none"> • Work with identified disadvantaged groups with the support of relevant organisations such as RAPID and CLAR • Develop opportunities for the disadvantaged or marginalised in our community to increase their participation in sport and physical activity

Assessment 2007 to date:

The review concludes that a wide range of programmes, activities and opportunities exist across Waterford for people to participate in sport and physical activity. Overall, targeting groups who are harder to engage has been very focused and very successful. The online survey highlighted that 71.8% of respondents indicated that WSP has had a positive impact on the level of participation in sports/physical activity.

Key Achievements	Key Challenges
<ul style="list-style-type: none"> • The variety and range of opportunities available through WSP that are run to a very high standard. • WSP has improved awareness of the range of opportunities available through WSP and its partners to engage in sport and physical activity. This was highlighted through focus groups and also through the online survey where 84% of respondents highlighted that the general information and advice provided by WSP was very good or good. • The success of large, high profile events such as the Sean Kelly Tour of Waterford. In 2013 6,502 people took part in this event with 2,695 (41%) from Waterford. In 2007, 915 people attended this event overall. The role of WSP in developing, planning and organising the Sean Kelly Tour with Waterford County Council and other partners is significant. They are a major partner in this event. The model of the Sean Kelly Tour has been recognised nationally and informed the development of the An Post Cycle Series which is now in its 4th year involving four other events around the country. • The strategic link and role that WSP is playing to inform, develop and roll out the behavioural change programme for Go Dungarvan Smarter Travel fits well with the work and role of WSP. • The emphasis on low cost and easily accessible activities e.g. walking and cycling. This is evident through programmes such as the Walk Waterford programme, recreational trails and Women on Wheels • Securing the resource of the Youth Sports Development Officer (YSDO) and the work carried out to target young people at risk in Waterford City. • The impact of the work carried out through the YSDO is very effective in reaching out to and increasing participation levels of very vulnerable young people in Waterford City. 	<ul style="list-style-type: none"> • The loss of funding to employ the Sports Development Inclusion Officer in 2011 has impacted on sustaining SIDO work and role with people with disabilities. • Ensuring that the work and role of WSP in multi agency initiatives such as the Sean Kelly Tour of Waterford and Go Dungarvan are fully understood and recognised outside of the organising group. • Balancing and increasing emphasis on large mass participation events with the core work of WSP. • Responding to the needs of increasing numbers of people who are unemployed. This has proven to be more challenging in the City. • Maintaining resources to continue the roll out and support of established programmes e.g. Buntus Start. • Sustaining the work particularly within communities and amongst organisations that do not have a core sports/physical activity focus. • Targeting some specific groups e.g. non Irish nationals is challenging and the ability to sustain the work post WSP intervention is very difficult. • While progress has been made to link young people to established clubs through work in schools and targeted work with youth at risk, this is an area which requires an intensive focus to make substantial progress. • The Go for Life PALSs programme has proven more challenging to implement in recent years due possibly to a level of saturation. In addition the review noted that all of the programmes/projects targeting older people are led by WSP. • Embedding and sustaining change is therefore more challenging with this target group. • Retaining resources to provide staffing to continue their work with challenging, complex and hard to reach target groups. • Continuing to respond to new communication methods can be a challenge. • Evaluation of WSP highlighted that while the programme had a positive impact; it has more limited long term influence.

<ul style="list-style-type: none"> • The YSDO is impacting on the role of a number of organisations working directly with youth at risk to increase physical activity opportunities within their work. • The work progressed through the work of the SIDO with people with disabilities (2008-2011), and to a more limited level since then by the SDOs, had an impact on increasing participation with this key target group. • The quality of resources produced and available through WSP is of a very high standard. • Targeting key groups – women, older people, people with disabilities successfully to engage in sports and physical activity. Progress has been substantial. • WSP has developed an extensive range of very successful initiatives targeting older people e.g. Go for Life, Active Older People Gym programme • Work with women has been substantial and also very successful e.g. Fishing, Beach Volleyball, Women on Wheels. Funding available through ISC and the HSE was very supportive in progressing this work. • There are 14 facilities involved in the Link 2B Active initiative across Waterford. • Work with schools and childminders through WASP, Buntus programmes, Go Dungarvan, teacher training and specialist programmes has been very effective WASP – over 20,000 students and their families have benefited from six years of this programme which promotes awareness of the benefits of physical activity and encourages participation. Buntus Start- almost full coverage with 496 staff trained from local childcare centres. • There were some successful Transition Year programmes for minority/alternative sports. 	
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"People walk, bowl, play pitch and putt as a group and it's unlikely they would do it on their own."

"Young people have gone on to become involved in sports groups after participating in taster sessions that were run by WSP. Some of our group completed a 5km run after getting involved in a running programme"

"I joined a cycling programme two years ago and gained more experience and confidence when out on the road. It was lovely to have a group to train with. I did Women on Wheels and have continued to cycle a year later"

(Quotes from online survey)

3.2 Quality “Quality Experiences, Quality Clubs, Quality Volunteers”

The WSP Quality Strategy aimed to assist the development of clubs and volunteers through education and information to support the provision of sports and physical activity.

<i>Clubs</i>	<ul style="list-style-type: none"> • Ensure funding opportunities are identified and publicised and clubs are supported/assisted in making applications • Provide a supportive environment for the development of new clubs especially in minority sports • Support the long term growth of clubs through the development of resources • Be a reference point for national and international sports trends and research.
<i>Coaches, Officials and Volunteers</i>	<ul style="list-style-type: none"> • Support best practice in coach, official and volunteer recruitment and development • Widen the volunteering base by examining alternative possibilities for volunteers • Support coaches, officials and volunteers in their training and development needs • Promote the Code of Ethics as a support for coaches and volunteers
<i>Facilities</i>	<ul style="list-style-type: none"> • Be an accessible information resource regarding built and natural facilities in Waterford • Support policy development in the strategic development of facilities in Waterford • Promote the shared and multi use of facilities.

Assessment 2007 to date:

Overall WSP has been very effective in meeting its targets to improve the quality and level of club training and support across Waterford. There have been over 4,900 participant places in over 60 different training or development initiatives organised by WSP 2007-2013.⁶ The review concludes that WSP has played a key role to ensure that quality is to the forefront of sports and physical activity development across Waterford. The range, variety, standard and cost of training and development programmes on offer is substantial for a small organisation with limited resources. The influence of WSP in the development of trails, negotiation of discounted access to facilities to low income and minority groups is also notable. The survey highlighted that 72.2% of respondents indicated that WSP has had a positive impact on the quality of sports and physical activity.

⁶ See appendix 2

Key Achievements	Key Challenges
<ul style="list-style-type: none"> • The range, variety and standard of recognised training programmes run by WSP are very high. Courses are run at low cost and evaluations of programmes highlight a high level of satisfaction with programmes. • WSP coaching and development grants supported over 500 coaches to attend accredited coaching courses. • Code of Ethics training was a core training programme available through WSP. Over 1,060 people from Waterford sports clubs attended this training. In addition 90 people attended Children’s Officer training. • The small funds available through WSP’s grant schemes also helped clubs particularly those focused on minority sports. • Support in the set up of 31 new clubs. • The funding focused workshops, information dissemination and booklets disseminated to clubs and groups through WSP, ensured that clubs were aware of this information to support their development. • WSP has developed a comprehensive facility database which is available on the WSP website • The Link2BActive programme (outlined in the previous section), has been successful in making facilities more accessible to people on lower incomes and promoting their use amongst people who may not traditionally use sports facilities. • Influence and involvement of WSP in the development of initiatives regarding trail development in County Waterford is a very positive development. 	<ul style="list-style-type: none"> • Retaining financial supports for clubs/groups and for training development at a time when all resources and fundraising is limited • The impact of cuts to NGBs weakens the relationship and connections with clubs/groups particularly minority sports • A national club development programme did not progress which impacted plans to provide club development resources locally. • Assessing the impact of training in the longer term is a challenge. • Maximising WSP knowledge, expertise and views in broader planning and development of the county. This role could be developed further. • The absence of a Walking Officer for the county. • The lack of progress to establish a volunteer centre in Waterford impacted on plans to expand the volunteering base. • Work to promote sharing of facilities has been limited to promotion of development of shared facilities as part of the capital grants process in the earlier years. The legacy of ‘one sport only’ facilities will take longer to address. • Maintaining up to date databases for sports clubs and other contacts and sports facilities is a challenge and resource dependent.

"After trying out different programmes, I know what to do now. I attended the Basic Child Welfare course recently, after this our club organised a committee and coaches workshop to discuss and implement a better awareness amongst our members. We also examined the correct procedures to take regarding any questionable behaviour. We are planning a display board which will have all relevant welfare documents and ethics displayed to our members and visitors."

"The training and support we have experienced with WSP was of high quality. We look forward to any other events in the future."

"Child protection courses are excellent and WSP is an excellent service for queries and difficulties that may arise from time to time within the club."

(Quotes from online survey)

3.3 Communications “Increased Awareness, Increased Participation”

WSP outlined the following approach to increasing communications 2007 to 2013:

<i>Marketing and Promotion</i>	<ul style="list-style-type: none"> • Develop an annual communications and marketing plan • Develop links with our partners and networks so as to foster effective communication • Develop WSP’s identity and presence as an agency supporting participation in sport and physical activity in Waterford
<i>Information Provision</i>	<ul style="list-style-type: none"> • Use a multi-media approach to communications • Maintain relevant databases and develop an effective information management system • Develop the WSP website as a valuable sports and physical activity information tool for Waterford • Collaborate with our network on common communication needs and sharing resources
<i>Influencing Policy</i>	<ul style="list-style-type: none"> • Be proactive in targeting specific organisations/agencies to communicate our message to and develop relationships as appropriate • Use effective communication to facilitate the influencing and shaping of policy development at local and national level

Assessment 2007 to date:

WSP has a very clear brand, a large range of promotional mechanisms and strong internal systems to support effective communications. For a small organisation of its type, this is very commendable. The key successes have been to inform the county of the work, role and opportunities available through WSP; however, there has been less of a focus on highlighting this to national policy makers.

Key Achievements	Key Challenges
<ul style="list-style-type: none"> • The range of methods to communicate the work of WSP which includes: newsletters, emails, facebook, website, posters, promotional tools. • Having dedicated staff expertise in marketing and communication was pivotal in supporting WSP to implement this strategy. • Use of technology is very impressive – texting, email, facebook, website. WSP has fully embraced technological advances and has put in place easy to use systems to support communications. The recent online survey completed for this review, highlighted that there are very high satisfaction rates across all elements of the communication/marketing used e.g. 78.5% outlined that email updates were very good or good, 70% indicating that the website is very good or good. • The Salesforce/Sendmode systems used by WSP have enabled improved and targeted communication through email and texting. • A promotions plan for each programme is agreed and is adapted to suit the target group and event/activity on offer. • Quality of documents and promotional 	<ul style="list-style-type: none"> • Ensuring that the work, role and expertise available through WSP is fully understood and acknowledged by decision makers at regional and national levels. • Influencing national policy to recognise and fully commit to LSPs as key organisations to promote and support sports/physical activity locally. • Continuing to use effective communications to secure resources at local level. It is vital that amalgamations and structural change do not affect the resources allocated to supporting the work of WSP. • Ensuring that WSP participation on interagency committees is adding value to the work and roll out of WSP strategies • Ongoing management, maintenance and change in communication systems to ensure that key audiences continue to be targeted.

<p>materials produced is very high.</p> <ul style="list-style-type: none"> • Engagement with local policy makers through membership of committees is good. These include: Waterford City Development Board, Healthy Cities, Go Dungarvan, Sean Kelly Tour, Age Friendly Cities. • Updates to local authorities through presentations to the City and County Management team/Councils are important to communicate the role/work and areas for strategic linkages with WSP. 	
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" I really benefit from the email service as when I was in further education (UCC) full time it would have been easy to fall out of the loop but having the emails kept me up to speed."

(Quote from online survey)

3.4 Partnership Growth "Building the Partnership"

The WSP Strategy 2007-2013, outlined its intention to increase the capacity of WSP by strengthening the involvement of those involved with WSP, supporting the staff and board and evaluating the work to maximise resources. The following approach was agreed:

<i>Governance and Management</i>	<ul style="list-style-type: none"> • Ensure WSP is governed, managed and operated in accordance with best practice • Ensure staff are supported and motivated through development and training and by the introduction of a performance management programme • Support the board and sub committees in their development and training • Secure ongoing annual funding from the Irish Sports Council for core activities • Formally establish a plan with priorities and achievable goals which will be used to attract support and funding, financial and in-kind to meet the 50% matched funding requirement
<i>Discerning Project Selection</i>	<ul style="list-style-type: none"> • Undertake sustainable projects consistent with our strategy • Operate a shared partnership approach with enhanced collaboration for all our work
<i>Relationship Development</i>	<ul style="list-style-type: none"> • Strengthen the relationship between board member agencies and WSP to maximise opportunities • Establish service agreements with key partners and member agencies • Identify and strengthen our relationships with appropriate external agencies
<i>Planning and Research</i>	<ul style="list-style-type: none"> • Produce an annual operational plan and annual report • Implement a planning and evaluation system in line with the ISC monitoring and evaluation framework to monitor the impact of our work • Use key performance indicators and research as tools to evaluate projects and inform future planning • Invite ongoing feedback on all of our activities

Overall Assessment 2007 to 2013

WSP has continued to build and develop its partnership. An emphasis on quality governance and management has underpinned the work in this period. Systems such as SPEAK have been introduced nationally to the LSP network to support planning and recording of inputs, outputs and impacts and regular reports/plans are developed to inform the work. Relationship building has continued to occur which has enabled WSP to implement its work and influence the work of other stakeholders. However, challenges exist to strengthen and develop the governance structure. While WSP has had a very strong and committed board over most of the strategic period, in the recent months there has

been significant change/drop off and also a notable decrease in regular attendance, partly due to changes in member organisations. A key action will be to regroup and consolidate the board with appropriate representation put in place from key organisations with members who are in a position to commit to progressing the work and role of WSP.

Key Achievements	Key Challenges
<ul style="list-style-type: none"> • Relationships with key stakeholders are strong and well established. • Regular board and sub group meetings take place • Systems are in place to support governance e.g. Employee handbooks, financial policies and procedures etc. • The national monitoring system SPEAK supports recording and reporting • Management system in place with performance management system in place • High performing team which has formal and informal support/monitoring systems • Governance training undertaken by the board (November 2009) • While reductions to resources have occurred, the core work programme has been protected • High quality reports on progress are regularly available 	<ul style="list-style-type: none"> • Maintaining relationships with key stakeholders particularly during amalgamations and change. • Building stronger working relationships with stakeholders who can help to implement initiatives that fit with promoting health/physical activity e.g. HSE, activity tourism initiatives that also benefits Waterford people etc • Ensuring that the development and capacity of the board continues to respond to the next phase of WSP development. • As a strong management and staff team is in place, it is important that the board fully enacts its governance responsibilities and doesn't become over reliant on staff. • Regular board training to respond to changing compliance and governance responsibilities. • Identify research which could impact on local and national decision making. Quantitative data is particularly important to measure change and provide evidence for value for money discussions.

4 Conclusions and Considerations for Planning

Overall Waterford Sports Partnership was very successful in implementing the current strategy. They are recognised by the ISC as one of the leading LSPs nationally. This is largely due to the work and role played by the staff, who for a small team of seven, supported by a voluntary board, has achieved remarkable progress. The quantity and quality of this work cannot be underestimated, particularly as the last planning period was particularly challenging due to the rapid and deep economic downturn. Key stakeholders were instrumental in supporting, leading and informing the roll out of the WSP plan with staff. These include: state agencies, schools, community groups and National Governing Bodies. These collaborations allowed for the work to happen, translating the strategy into real action which achieved key outcomes. New initiatives such as the Sean Kelly Tour of Waterford and Go Dungarvan were successful due to the partnerships developed between stakeholders such as the local authority and WSP. In addition new roles such as YSDO focusing on working with the most disadvantaged young people in Waterford City, have also been exceptionally positive developments for WSP.

However, challenges exist. WSP now needs to continue to respond to emerging opportunities and threats. The next phase of WSP development is also critical to embed and re-affirm WSP as a key player locally and nationally in supporting and promoting participation in sport and physical activity. It is recommended that in the development of its next strategic plan WSP would consider the following:

- 1. Leadership** – WSP needs to build on its experience, expertise and success to influence local, regional and national decisions to promote sports and physical activity. This could help position WSP as a recognised key leader to influence and inform policies and plans that relate to their work.
- 2. Governance** – WSP needs to continue to strengthen, develop and build the organisation to lead the next strategic phase.
- 3. Relevance** – WSP should continue to clarify its role and approach to programme delivery to ensure that it is relevant, maximises resources, takes a sustainable approach and produces high quality outcomes.
- 4. Enabling**– WSP to continue to build on its work to enable and add value to organisations, leaders, volunteers and individuals in order to develop and support sustainable opportunities for participating in sport and physical activity.
- 5. Planning and Evaluation** – WSP to develop a robust and effective system for programme selection, entry, exit, measurement and evaluation to support the best use of limited resources and a balanced approach to its work.
- 6. Alignment** - WSP to continue to strengthen and develop its strategic alignments. There should be an increasing emphasis on the links between positive health outcomes and participation in sport, physical activity and active living in the next strategic phase.

WSP made significant progress since establishing in 2002. It is exceptionally important that all stakeholders continue to actively support, work with and inform WSP's future work. Continuing to secure resources to enable WSP to carry out and develop its work are crucially important in the next planning phase.

Appendix 1 - Waterford Sports Partnership Strategy 2007 – 2013 Specific Objectives Review

The following is an objective by objective review of the WSP Strategic Plan 2007-2013. This is traffic light coded and largely self-explanatory.

- **Green:** the objective has been largely achieved/completed
- **Orange:** the objective has been significantly achieved/completed, some element remaining
- **Red:** the objective is largely incomplete/not achieved

General Population

Objective	Success Measure	Observation/Comment
Improve awareness of the benefits of sports and physical activity participation	Widespread awareness of the benefits of sport and physical activity	<ul style="list-style-type: none"> • Addressed at specific programme level and in general communications (eg. WSP website, WSP Flyer) • Hasn't been measured at a general level, however approach has been to constantly improve communications and have a clear message re importance of physical activity.
Promote physical activity opportunities that exist in Waterford	Increased information and awareness of participation opportunities	<ul style="list-style-type: none"> • Improved and more targeted communications –supported by Salesforce CRM, WSP Facebook page, WSP website, Texting service, etc • High quality promotional resources for WSP programmes • Get Ireland Active website, Link2BActive programme
Promote walking and cycling as accessible options for regular physical activity	Targeted initiatives to increase participation in walking and cycling programmes and trail development	<ul style="list-style-type: none"> • Cycling - The Sean Kelly Tour and cycling programmes and activities including SKT Youth Challenge, Women on Wheels and Bike Week activities offer support and targets for local people to participate in cycling. Sean Kelly Tour grew from 915 overall in 2007 to 6,502 overall in 2013 with an increase in Waterford participants from 504 in 2008 to 2,695 in 2013. • Walking - Walk Waterford programme, Recreational Trails committee, Walking Project with WCoCo, support for Walking Leader training etc • Both - Go Dungarvan Behavioural Change programme promoting walking and cycling for active travel.
Promote positive attitudes to physical activity amongst families encouraging them to be active together	Targeted initiatives to increased positive attitude and participation of families in PA	<ul style="list-style-type: none"> • Waterford Active Schools Programme (WASP) – over 20,000 students and their families benefitted over 5 years of this programme which promotes awareness of the benefits of PA as well as encouraging increased participation • Go Dungarvan Behavioural Change programme • Sean Kelly Tour 12k Kelly Spin for families – 1,020 from Waterford in 2013

Young People

Objective	Success Measure	Observation/Comment
Promote and support physical activity for pre-school children	Targeted initiatives to increase participation of pre-school children in PA	<ul style="list-style-type: none"> Buntus Start Programme – almost full coverage of childcare providers with 496 trained Go Dungarvan activities as part of Road Safety Week Childminder's Training Days
Support the implementation and sustainability of activity programmes in Primary Schools	Activity programmes supported in Primary schools	<ul style="list-style-type: none"> WASP – this programme was run over six years. WIT in partnership with WSP researched the impact of the programme and while the programme had a positive impact on activity levels and was effective during implementation it had a limited PA impact post programme. However it was considered important for raising awareness with parents. Teacher training for sport specific programmes – Buntús Soccer, Badminton, Golf, Basketball, etc New teacher training for Buntús Generic (150 trained during strategic period)
Develop a positive approach to lifelong physical activity	Difficult to measure	<ul style="list-style-type: none"> Wasn't measured – too broad based. Review all future objectives for measurability
Explore opportunities to participate and/or support participation through the Transition Year Programme	Greater participation of Transition Years	<ul style="list-style-type: none"> WSP developed a small number of TY programmes for minority/alternative sports to increase participation – main focus on girls e.g. Well Girl programme – developed leadership skills of TY students to promote PA to younger classes, River Rowers, Camogie Programme
Enhance communications and links between schools and clubs	Improved communications between schools and clubs	<ul style="list-style-type: none"> Yes - when looking at specific programmes e.g. SKT Youth Challenge and Cycling clubs, Participation Grant, Schools Completion (City) No general initiative developed across the county. There may be opportunities to make more widespread formal links between schools and clubs in next strategy

Young People – Youth at Risk, Waterford City (Added 2009 Post Strategy Development following commencement of project. A separate and more detailed review of the YSDO project has also taken place and further detail will be outlined there)

Objective	Success Measure	Observation/Comment
Consultation & Needs Assessment	Level and form of consultation / needs assessment	<ul style="list-style-type: none"> Ongoing consultation with and feedback from young people and youth agencies leading to needs based actions Evidence of effective programming addressing identified barriers
Participation and Programme Development	Targeted initiatives to increase participation of youth at risk in PA	<ul style="list-style-type: none"> Numerous programmes, events, participation opportunities developed and implemented (see appendix 3) Many examples of sustained participation in PA – increased club membership, new links between schools and clubs made etc
Training, Education and Information	Training opportunities for youth leaders and coaches	<ul style="list-style-type: none"> Numerous training and information opportunities put in place (see appendix 2) Volunteers better placed to develop sports/activity programmes Code of Ethics and Drug policy development supported
Management and Evaluation	A well run project with sustainable clear outcomes and impacts	<ul style="list-style-type: none"> Steering committee quarterly meetings Quarterly YPFSF Reports Project Review June 2013 – very positive overall.

Older Adults

Objective	Success Measure	Observation/Comment
Promote and support opportunities for physical activity amongst older adults	Targeted initiatives in place to increase participation of older	<ul style="list-style-type: none"> WSP has developed an extensive range of initiatives and programmes for older adults over the strategic period, e.g. Go for Life activities, Active Older People Gym programme, Walking programmes, support visits and Multi Activity Events. (see appendix 3)

	adults in PA	<ul style="list-style-type: none"> Older adult male participation is low however improved engagement recently Evidence of strong engagement with this target group
Support access to funding and participation initiatives for older adults	Support in place to help older adult groups access funding	<ul style="list-style-type: none"> WSP offer promotion and support of the GFL annual funding resulting in significant funding for Waterford groups over the years
Develop leadership skills amongst older adults	Leadership training opportunities in place for older adults	<ul style="list-style-type: none"> Go For Life PALs programme, differing levels of effectiveness however and it takes time with this target group. (see appendix 2)

Women and Teenage Girls

Objective	Success Measure	Observation/Comment
Develop and support initiatives to increase the participation of women and teenage girls in sport and physical activity	Targeted initiatives in place to increase participation of women and teenage girls in PA	<ul style="list-style-type: none"> Range of programmes delivered over the strategic period, e.g. Well Girl, Beach Volleyball, Women in Coaching, Fishstart, Women on Wheels, Bike for Life (see appendix 3)
Access funding to support such initiatives	Success in receipt of funding for this target group	<ul style="list-style-type: none"> Funding received mainly via ISC Women in Sport Fund and HSE grants

People with Disabilities

Objective	Success Measure	Observation/Comment
Source funding to employ a Sports Inclusion Development Officer (SIDO) for Waterford	SIDO funded and employed	<ul style="list-style-type: none"> SIDO employed Feb 08-Oct 11 (3.5 years) Ultimately WSP unable to find ongoing 50% matching funding and SIDO position ceased in Oct 2011 following resignation of SIDO. Currently SIDO work forms part of City SDO role.
Create a co-operative network to promote participation of people with disabilities and to create participation opportunities for people with disabilities	Co-operative network in place	<ul style="list-style-type: none"> Sportsability Forum was put in place but remained very reliant on SIDO and was disbanded when SIDO left. Early years needed more capacity building. Recently more focus has been on working with specific facilities for specific programmes and this is proving very effective.
Develop training opportunities for leaders to promote inclusion of people with disabilities	Training opportunities in place for leaders promoting inclusion	<ul style="list-style-type: none"> Sport specific training for staff and volunteers provided. Some Disability Awareness provided however awaiting development of appropriate course and tutor training See appendix 2
Develop programmes to promote participation of people with disabilities	Targeted initiatives in place to increase participation of people with a disability in PA	<ul style="list-style-type: none"> Wide range of programmes developed and implemented with varied levels of success in terms of sustained participation. See appendix 3. Wide remit across all disabilities and all ages. A more focused targeted approach now being taken since the loss of SIDO.

Other Minority Groups

Objective	Success Measure	Observation/Comment
Work with identified disadvantaged groups with the support of relevant organisations such as RAPID (Revitalizing Areas by Planning, Investment and Development) and CLAR (Ceantair Laga Ard-Riachtanais)	Engagement with relevant groups/agencies in the development of initiatives	<ul style="list-style-type: none"> • Non Irish nationals – worked with the ICU in Waterford City • New target group emerged during strategic period – jobseekers. WSP engaged well with County based agencies to develop initiatives. City based agencies did not engage at a level suitable for partnership on programmes • Traveller groups in city engaged for youth at risk programmes and in Dungarvan for women’s programme
Develop opportunities for the disadvantaged or marginalized in our community to increase their participation in sport and physical activity	Targeted initiatives in place to increase participation of minority/disadvantaged groups in PA	<ul style="list-style-type: none"> • Link2BActive – discounted use of sports facilities for older adults, youth, people with a disability. • A number of programmes and initiatives were developed with varying support from the many relevant organisations to support the participation of jobseekers e.g. Active Body Active Mind – theory and activity sessions for jobseekers. • Traveller Projects (dance, boxercise)

Quality Strategy - Clubs

Objective	Success Measure	Observation/Comment
Ensure funding opportunities are identified and publicised and clubs supported/assisted in making applications	Number of funding opportunities and clubs assisted	<ul style="list-style-type: none"> • Sports Capital Grant workshops and support for clubs (while SCG scheme open) • WSP Funding Booklet developed and available on website • WSP Coaching & Development Funds put in place – 88 coaching grants totalling €29,637 supporting over 500 coaches in 20 different sports and 59 development grants totally €25,377 allocated during the strategic period.
Provide a supportive environment for the development of new clubs especially in minority sports	New clubs developed with assistance from WSP	<ul style="list-style-type: none"> • WSP New Club grant and support from WSP staff. 31 new clubs supported by WSP during strategic period. • City based Sports Club Development Officer – one year funded through RAPID, focused on minority sports – boxing, basketball, community facility
Support the long term growth of clubs through the development of resources	Resources developed for clubs	<ul style="list-style-type: none"> • Some club resources developed and made available to clubs however the original objective related to a comprehensive club development programme which we planned to deliver as part of a national offering which didn’t materialize.
Be a reference point for national and international sports trends and research	Sports trends and research publicised	<ul style="list-style-type: none"> • Limited to promoting the release of National research or interesting international trends on FB or website e.g. ESRI reports on youth participation etc. Limited with respect to clubs. • Realistically probably not WSP role to be the reference point.....

Quality Strategy – Coaches, Officials and Volunteers

Objective	Success Measure	Observation/Comment
Support best practice in coach, official, volunteer recruitment and development	Coaches, Officials and volunteers supported for recruitment and development	<ul style="list-style-type: none"> • Safe recruitment supported by Code course • WSP Club Grants encourage and require, where relevant, Code and Disability Awareness training • Mainly training and education – Code of Ethics, Children’s Officers, Active Leadership, First Aid, WSP training grants, co-ordinated courses locally etc • Scope for more focused and strategic work here
Widen the volunteering base by examining alternative possibilities for volunteers	Sufficient volunteers available	<ul style="list-style-type: none"> • The development of a Volunteer Centre in Waterford City didn’t materialize as planned. • WSP volunteers targeted/recruited for specific projects • No determined strategy or policy put in place here to date.

Support coaches, officials and volunteers in their training and development needs	Evidence of coaches, officials and volunteers supported for training and development	<ul style="list-style-type: none"> Active Leadership, First Aid, SAQ, Mountain Skills Training Programme, September Series, Sports Seminars, Prepare to Coach, Sli na Sláinte, Challenging Behaviour, Drug Awareness, See appendix 2. WSP Coaching and Development Grants. Over 500 coaches were supported to attend accredited coaching courses over the six years of the grant scheme Co-ordinated locally delivered courses for minority sports Focus on Women in Coaching under women in sport funding
Promote the Code of Ethics as a support for coaches and volunteers	Attendance at Code courses	<ul style="list-style-type: none"> Regular Code courses delivered by WSP. Attendance of 1,060 over the strategic period. Children's Officer courses also delivered but lower demand. Attendance of 90 over the strategy period.

Quality Strategy – Facilities

Objective	Success Measure	Observation/Comment
Be an accessible information resource regarding built and natural facilities in Waterford	Provision of information regarding built and natural facilities	<ul style="list-style-type: none"> Facility Database on WSP website Supported National Facilities Audit (2008) Work in developing walks/trails and related information Link2BActive programme promotes participating facilities
Support policy development in the strategic development of facilities in Waterford	Policies developed regarding strategic development of facilities	<ul style="list-style-type: none"> Recreational Trails Management Committee development Work with WCoCo on local applications for sports capital grants Submission to National Facilities audit from WSP Dungarvan Facilities Project- Feasibility study Limited scope for WSP, less focus due to lack of funding in recent years
Promote the shared and multi use of facilities	Increased sharing and multi use of facilities	<ul style="list-style-type: none"> Limited to shaping local sports capital grant applications Link2BActive programme Happens informally with some individuals/clubs. Less of an issue now due to reduction in funding for development of such facilities

Communications Strategy – Marketing and Promotion

Objective	Success Measure	Observation/Comment
Develop an annual communications and marketing plan	Annual communications and marketing plan issued	<ul style="list-style-type: none"> The communications plan is laid out informally as part of the annual operational plan. A formal annual communication and marketing plan is not currently prepared. WSP prepares a promotions plan at programme level Standard WSP communications happen throughout the year (3 newsletters, regular mass emails etc)
Develop links with our partners and networks so as to foster effective communication	Up to date information systems, databases, websites in place and more targeted communications	<ul style="list-style-type: none"> Salesforce Customer Relationship Management system implemented Sendmode texting system implemented Ongoing improvements to WSP website – blog added etc Regular presentation to key agencies – LAs, WIT etc
Develop WSP's identity and presence as an agency supporting participation in sport and physical activity in Waterford	Greater awareness of WSP and its objectives	<ul style="list-style-type: none"> Improved branding, staffwear, corporate identity Website, Facebook, Newsletter, Newspapers, Radio, Mass Emails etc Awareness appears high amongst agencies and stakeholders but not measured amongst general public where it is likely to be much lower

Communications Strategy – Information Provision

Objective	Success Measure	Observation/Comment
Use a multi media approach to communications	Quality and varied forms of communication in place	<ul style="list-style-type: none"> WSP has an effective website and facebook page, both regularly updated. Regular and effective media and promotion presence via Newsletters, local newspapers, mass emails, targeted emails, texting all serve as different forms of communication and result in a regular and effective media presence
Maintain relevant databases and develop an effective information management system	Effective information management system in place	<ul style="list-style-type: none"> Salesforce CRM introduced during this strategic period and has been key to improvements in this area. This system allows for targeted communications and has functionality that has yet to be exploited e.g. information on clubs that currently do not use or are low users of WSP services
Develop the WSP website as a valuable sports and physical activity information tool for Waterford	Effective WSP website	<ul style="list-style-type: none"> WSP website and Facebook page used to promote courses, events and act as a link to useful resources Blog added in 2012 Get Ireland Active website promoted however not really used effectively by public A review and revamp of the WSP website would be timely
Collaborate with our network on common communication needs and sharing of resources	Evidence of communication needs met	<ul style="list-style-type: none"> Collaboration in relation to Salesforce, Facebook Training offered to clubs with regard to PR and marketing

Communications Strategy – Influencing Policy

Objective	Success Measure	Observation/Comment
Be proactive in targeting specific organisations/agencies to communicate our message to and develop relationships as appropriate	Targeted high level communications	<ul style="list-style-type: none"> Presentations to key stakeholders e.g. City & County Councils WSP Membership of committees helps communicate WSP message in relation to participation in PA <ul style="list-style-type: none"> Waterford City Development Board Local Football Partnership Healthy Cities Go Dungarvan Steering Committee (and Phase 1 & 2 applications) Age Friendly City Steering Committee An Post Series Network Tall Ships Sean Kelly Tour Committee
Use effective communication to facilitate the influencing and shaping of policy development at local and national level	Evidence of the influencing and shaping of policy development at local and national level	<ul style="list-style-type: none"> Limited level of policy development, more about delivering WSP message and securing support. Meeting held with City and County Managers re amalgamation and possible impact on LSP Communications with local councillors to retain annual LA funding At regional level communications with HSE South and local HP officers to co-ordinate partnership working/grants etc SIDO Programme – worked at local and national level to communicate need for funding/support in this area Smarter Travel – WSP key member of team during Phase 1 and 2 applications and development process Submissions to Local Authority Development Plans Representation on National Code of Ethics Steering Group Need to clarify the role of WSP in relation to local and national policy development

Partnership Growth Strategy – Governance and Management

Objective	Success Measure	Observation/Comment
Ensure WSP is governed, managed and operated in accordance with best practice	Effective governance and management in place	<ul style="list-style-type: none"> WSP appears to be effectively governed with an effective board structure and representative membership in place Annual financial audits Following a HR Audit an Employee Handbook and Financial Policies and Procedures put in place Regular Board and committee meetings New Occupational Pension Scheme put in place
Ensure staff is supported and motivated through development and training and by the introduction of a performance management programme	Staff Training and development and PMP in place	<ul style="list-style-type: none"> Monthly full staff meetings and regular informal smaller staff meetings Ongoing staff training when required – Sage, PMR, Salesforce, tutor training, ISC training etc Performance Management System introduced 2009, then lapsed and restarted in 2013 following support and training from ISC in late 2012.
Support the Board and sub-committees in their development and training	Board training available	<ul style="list-style-type: none"> Limited training available however midterm strategic review held and Governance Training with The Wheel Nov 09 Board representative attend ISC Regional meetings
Secure ongoing annual funding from the Irish Sports Council for core activities	Annual funding application made and received	<ul style="list-style-type: none"> Annual budgets submitted and while reducing budgets allocated core staff/activities protected to date
Formally establish a plan with priorities and achievable goals which will be used in attracting support and funding, financial and in kind, to meet the 50% matched funding requirement	Formal plan in place	<ul style="list-style-type: none"> No formal plan but specific partners/agencies targeted to attract and maintain funding e.g. LAs, HSE, RAPID, YPFSF Focus on 50% by ISC has reduced due to recessionary pressures

Partnership Growth Strategy – Discerning Project Selection

Objective	Success Measure	Observation/Comment
Undertake sustainable projects consistent with our strategy	Awareness and measuring of levels of sustainability in place	<ul style="list-style-type: none"> WSP has strengthened its approach in relation to assessing sustainability levels of projects over the period of the strategic plan and engaging partner support from the outset. Sustainability checks to be embedded in the approach to 'how WSP works' for next strategy
Operate a shared partnership approach with enhanced collaboration for all our work	Evidence of shared approach with enhanced collaboration	<ul style="list-style-type: none"> WSP has strengthened its approach in relation to role of partners and enhanced collaboration from the outset over the period of the strategic plan. Partner contribution/commitment levels checks to be embedded in next strategy

Partnership Growth Strategy – Relationship Development

Objective	Success Measure	Observation/Comment
Strengthen relationship between board member agencies & WSP to maximize opportunities	Relationship assessment for various board member agencies	<ul style="list-style-type: none"> Achieved with some partners, often based on a specific project focus/partnership WSP was key member of team securing Smarter Travel funding
Establish service agreements with key partners and member	Service agreements in place	<ul style="list-style-type: none"> On reflection WSP decided that strategically this would not be an appropriate action to pursue in terms of the LAs – the strategy instead was to keep strong relations from positive delivery of activities to secure ongoing support

agencies		
Identify and strengthen our relationships with appropriate external agencies	Strong relationship with key agencies and organisations	<ul style="list-style-type: none"> • This was successful at programme level as the agencies were engaged e.g. clubs/NGBs • Needs more strategic focus in next strategy

Partnership Growth Strategy – Planning and Research

Objective	Success Measure	Observation/Comment
Produce an Annual Operational Plan and Annual Report	Annual Operational Plan and Annual Report produced	<ul style="list-style-type: none"> • Annual Operational Plan produced and updated for each Board meeting (max 5 min 4 per year) • Annual Report issued at AGM each year and circulated to key stakeholders
Implement a planning and evaluation system in line with the ISC Monitoring and Evaluation framework to monitor the impact of our work	Planning and evaluation system implemented	<ul style="list-style-type: none"> • The ISC's Planning and Evaluation system, SPEAK, was implemented successfully in 2007 and continues to be completed each year. • WSP Programme Plan used for basic programme evaluation. • A new and more effective system is currently being developed and needs to be embedded in 'how WSP works' in the next strategic period. This should be more in-depth and quantifiable in terms of monitoring and evaluation
Use key performance indicators and research as tools to evaluate projects and inform future planning	KPIs used for all programmes	<ul style="list-style-type: none"> • Key performance indicators are used in the Operational Plan • A more sophisticated KPI system to be developed for the next strategic period • Formal Research – WASP, Sean Kelly Tour, WIT Smarter Travel Research
Invite ongoing feedback on all our activities	Feedback for WSP activities	<ul style="list-style-type: none"> • Feedback taken for all activities (at various levels), reviewed and acted on accordingly

Appendix 2 : Training & Education supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Sports Clubs																
Alcohol, Sport & You							10								10	0
First Aid-Rescue Emergency Care 1	17		23	13	9	7									49	20
First Aid-Rescue Emergency Care 2	5				14	12	11	7	49	35	76	37	47	33	202	124
First Aid-Rescue Emergency Care 3									6	6	26	21			32	27
Pitch Maintenance Workshop									23	12					23	12
Speed, Agility, Quickness (SAQ)											18		21	7	39	7
September Series (3 workshops)											260				260	0
Sports Capital Grants Asst.				25										10	0	35
Sports Capital Grant Workshop			74	50							29	19		8	103	77
Strength & Conditioning Workshop									18	6					18	6
Substance Misuse Policy Development			4	4											4	4
WSP Prepare to Coach			76		61										137	0
Code of Ethics - Basic Awareness	209	78	165	74	145	62	126	74	185	69	138	59	101	70	1069	486
Children's Officer Training	14	13	13	7	9	8	25	16	6	6			23	19	90	69
Older Adults																
Go for Life - Festival											49	24			49	24
Go for Life – Games Workshop (May & Oct)	49	19													49	19
Go for Life - Forum											28	18			28	18
Go for Life - PALS Support	2						35	7		8					37	15
Go for Life (GFL) PALS	19	7	38	17	87	26	35	17	63	27	67	25			309	119
Go for Life (GFL) PALS - Dance	28	10	28	15	33	12									89	37

Appendix 2 : Training & Education supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Disability																
Assistant Swim Teacher Course												16			16	
Boccia Leader Training			12						14	4					26	4
Boccia Referee training	16														16	
Xcessible Leisure Awareness training	12														12	
IWA Disability Awareness & Sports Inclusion training	21														21	
Disability Awareness Coaching			25	8	81		30	9	8						144	17
CARA Disability Inclusion training	4														4	
Pre-school Staff Disability Awareness training	14														14	
Disability Staff Training			5		41		8	4							54	4
Pre-schools/Schools																
Buntus Start - Pre - Schools	20	6	47	13	50	20	46	18	78	16	104	14	151	33	496	120
Buntus - New Teacher	7	2	8	1	20	9	12		8	4	35		36	20	119	37
Buntus Refresher Visits			5	1	4	2			12	8	10	5			31	16
Buntus Badminton			12	7					19	11		11	40	11	71	40
Buntus Badminton Blitz							108	8							108	8
Buntus Golf												10	18	10	18	20
Buntus Basketball												10	22	10	22	20
Buntus Soccer	12		13	7									25	6	50	13
Buntus – Cricket – Teacher training	6	5													6	5
Cricket Blitz			112	3											112	3
Basketball for Primary Teachers									22	15					22	15
Olympic Handball Teacher Training	24	1	16	11											30	12

Appendix 2 : Training & Education supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Youth																
Dealing with Challenging Behaviour					30										40	
Fitness for Boys – Rugby Coaching Course	35														35	
Tackling Transition – Basketball Coaching Course	22														22	
Active Communities Workshop					26										26	
Waterford Youth Walkers – Walking Workshop	29	3													29	3
Active Leadership Training	39		42	15	62	20	79	24	11	6	14	10	10	1	257	76
Women																
Women on Wheels/Bike4Life – Leader Training	11														11	
Women on Wheels – Foundation Level Coaching Course	10														10	
Women in Coaching -Basketball									9	4					9	4
Women in Coaching -Camogie							22	6	20	11					42	17
Women in Coaching -FAI Kickstart1			12						12	3	18	11	23	8	65	22
Women in Coaching -Boxing											9	4			9	4
Women in Coaching -Ladies Football FUNdamentals											19	11			19	11
Women in Coaching-Walking/Mountain Skills											13	5			13	5
Women in Coaching-Ladies Football					22	8									22	8
Walking/Other																
WSP Walking Leader Training for Volunteers	7														7	
Mountain Leader					1										1	
Mountain Skills Programme 1	1		8				16				20				45	
Mountain Skills Programme 2			5				9				20				34	
Mountain Skills Assessment	3						4								7	

Appendix 2 : Training & Education supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Mountain Skills Refresher	5		3				6								14	
Orienteering Ability Awards			2												2	
Sli na Slainte -Walking Leader					28		3		3		4				38	
WSP/GoDungarvan Projects																
National School Sprocket Rocket Plus – Tutor training	53														53	
National School walking Training – Pilot for Teachers	15	4													15	4
Balance Bike training – Teachers	8														8	
Balance Bike training – Students	144														144	
Secondary School Sprocket Rocket Plus – Teacher training	7														7	
Secondary School Sprocket Rocket Plus – Tutor training	24														24	

Appendix 3 - Programmes, Projects & Events supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Older Adults																
Games Event/Blitz – DCU	12														12	
Go for Life Games programme	13														13	
Bowling			100		110										210	
GFL - Men on Target Programme	18		6												24	
Gym Programme									221						221	
Introductory/Support Visits to Older Adult Groups		2	260	13	110	8	186	6	174	9					730	38
Multisport Festivals			37	5			97								134	5
South East Network - Leader Training					11										11	
South East Network - Multi Activity			65	4	11										76	4
Leadership Training - Walking					9										9	
Active Older People – Walking/Walkability programme	48				47	9			20						115	9
Disability																
Aqua Aerobics - Adults with a Physical Disability									9						9	
Boccia for physical & intellectual disabilities					12						8				20	
Boccia Leader Training - Tallow			7	1											7	1
Boccia Programme & League			54	12	12	3	10	2							76	17
Bowling - Children - Autism Spectrum Disorder									24						24	
Cardio Rehab Programme							23								23	
Cycling - Children with Autism Spectrum Disorder - Family Event					7										7	
Cycling - Adults with Intellectual Disabilities					5										5	
Cycling - Adults with Visual Impairment					4		3		3						10	
Pan Soccer	60	3													60	3

Appendix 3 - Programmes, Projects & Events supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Powerchair/wheelchair Soccer	12														12	
Tae – Kwon – Do	5														5	
Transition Year Students - Wheelchair Basketball	125														125	
Cycling – Children with Down Syndrome					10										10	
Dance/Fitness – Intellectual Disability					8				40	3					48	3
Come & Try It Events - For All							3		8		16				27	
Fishing for All					68	5	40		6						114	5
Golf for All					8		6								14	
Guided Walks - Visually Impaired									6						6	
Gym - Mental Health					4										4	
Horse Riding - Children with Visually Impairment							5								5	
Indoor Bowls - Acquired Brain Injury							8								8	
Judo - Children with Visual Impairment											4				4	
Multi Sports Amputation/Adults									8						8	
Multi Activity Children with Disability					7				11		14				32	
Nordic Walking - Adults with a Physical Disability									4						4	
Pitch & Putt - Acquired Brain Injury							8								8	
Pitch & Putt for ABI					8										8	
Powerchair/Wheelchair Soccer									4		9				13	
Soccer - Adults with an Intellectual Disability									30		17				47	
Soccer - Children with Visual Impairment									11						11	
Soccer Club - Children with Intellectual Disability									8						8	
Monthly Social Soccer league	40	4	45	4	80	5	80	6	53	6					298	6

Appendix 3 - Programmes, Projects & Events supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Special Olympics Dungarvan 8-16yrs					20		12		6						38	
Swimming - Adults with a Mental Health Disability					12		11		11						34	
Swimming - Children with a disability											8				8	
Swimming - Adults with Multi-Disability									5		6				11	
Swimming - Children with Autism Spectrum Disorder									30						30	
Swimming - Children with Down Syndrome							12								12	
Swimming - Visually Impaired									2						2	
Tae Kwon Do - Special Needs							6								6	
Walking for All			8	1	38		40		20						106	1
WASSA - family event					55										55	
Wheelchair Basketball							5								5	
Yoga - People with MS									12						12	
Yoga - Adults with an Intellectual Disability							12		8						20	
Yoga - Adults with Physical Disability					14										14	
Yoga - Children									8		10				18	
Pre-schools/Schools																
Buntus – Olympic Handball – Blitz	80														80	
Childminders Physical Activity - Pilot & Packs							30		42						72	
WASP - Phase 1 & 2	3219	19			3100	21	4420	22	1645	11	5194	29	1219	11	18797	113
WASP - Pilot													1377	7	1377	7
Safe Cycling Pilot/Programme							180	6	788	16					968	22
Safe Cycling Festival							117	5							117	5
Safe Cycling Challenge Day									72						72	

Appendix 3 - Programmes, Projects & Events supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Bike Week - Cycle Bus Day	50		290												290	
Bike Week - Cycle Bus Training - Parent/Teacher/pupil			185	2											185	2
Bike Week – Various participation events	1829														1829	
Bike Week - Safe Cycling Festival/Refresher Festival	180	3			149	5	117	5							446	13
Sean Kelly Tour – Schools/Youth Challenge	45	6	73	9	66	8	45	11	63	5					292	9
Youth at Risk (Waterford City)																
Street Soccer League (RAPID)										30		30	6		60	6
Training group for 5K Run					6	1									6	1
On Target – Archery	20														20	
Athletics	78	2			24										102	2
Basketball 3 on 3					39										39	
Basketball - Afterschool Activity					10	1									10	1
Bike Week/BMX Jam in the Park	72				29										101	
Bowled Over										32		26			58	
Bowling League Youth										16					16	
Boxercise – teen girls					10										10	
Boxing Fitness – School Completion programme	42	1													42	1
Boxing – Youthreach	8														8	
City Surfers/Surf Skills					10		10								20	
Communities Adding Value	10				15										25	
Combat Fitness - Come & Try It					22	6									22	6
Dance - Hip Hop					13							15			28	
Dance – Zumba	74														74	

Appendix 3 - Programmes, Projects & Events supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Dance Development - Taster Sessions					16	1									16	1
Dance Yoga – Teenage Girls					9										9	
Diversion Boxing	16	3	25	3											41	6
Health & Wellbeing @ Squashy Couch Cafe	7														7	
Easter Activity Camp								13							13	
Traveller Girls -Multi Activity								18	8						26	
Fitness for Girls			15		55			12							82	
Goal to Work								16	12						28	
Guidance through Golf	9		11	1											20	1
House Yoga			10												10	
Late Night Soccer			30	2											30	2
License to Pedal								30							30	
Martial Arts Fitness			5												5	
Muay Thai Fitness			35	2											35	2
Multi Activities – Youth in Care					5										5	
One Wall Handball - Coaching			10												10	
Operation Motivation			19	2											19	2
Parkour – fitness for boys	22														22	
Re-engaging Programme	3		14		19			6							42	
Rugby for Youth at Risk			24												24	
Tag Rugby – YouthReach	17														17	
FAI & Street Soccer League - Halloween Community Blitz									47						47	
Spikeball Basic Coach Training					14										14	

Appendix 3 - Programmes, Projects & Events supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Spikeball Dev Workshop					35										35	
Spikeball Dev – Blitz			26	4	23										49	4
Spikeball Dev Refresher			7												7	
Street Soccer-Pat Doyle Memorial	59		50		130		135		135						509	
Tackling Transition–Primary Students	72		25												97	
Tackling Transition–TY Students			16												16	
Teenscene							230		200						430	
Twilight 5 Soccer	28				27		13		26						94	
Waterford Street Soccer League	83	9	93	9	235	11	196		150	10					757	39
Waterford Youth Walkers	43	5	53	4	37	5	17								150	14
Well Lads Fitness					8		9								17	
Youth Team Challenge					50		60								110	
Summer Camp (RAPID)									40						40	
Job Seekers - Unemployed																
Active Body Active Mind (ABAM) – Physical Activity Sessions	12				23										35	
Active Body Active Mind (ABAM) – Theory Sessions	11														11	
Pens & Perspiration							78								78	
Women in Sport Programmes/Projects																
Beach Volleyball											28		23		51	
Disability - Gym & Fitness					4										4	
Disability Yoga							9		12						21	
FishStart			38	5	11				48	5	16	5			113	15

Appendix 3 - Programmes, Projects & Events supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Gaelic4Mothers									68	2	19				87	2
Non Irish National Activity			17		12				13						42	
Volleyball for Teenage Girls									28	1					28	1
Women Out Walking							32								32	
Waterford Walkers			59	5	12										71	5
WaterGirls	13	2			35	4									48	6
WaterGirls – Level 1 Surfing Award	9														9	
WellGirl - Pilot (2007) & Festivals (2008 - 2010)							201	4	310	4	94	4	90	4	695	16
WellGirl TY - Camogie							93	4							93	4
WellGirl TY - Trained Leaders							161	4	59	4					220	8
Women on Wheels/Bike4Life	44		82		53		43								222	
River Rowers	32	1	8	1											40	1
Non Irish Nationals																
ISU – Int’l Soccer Forum													60		60	
ISU – Int’l Football Tournament											16		78	19	94	19
FAI - Youth Open Day											70				70	
NPAR/Volleyball Ireland - Volleyball for ALL											8		11		19	
Walking/Events/General Public																
Walk Waterford–Spring/Autumn	142		120		75										337	
Winter Walking Challenge			90	9											90	9
Operation Transformation - City	350				40										390	
Operation Transformation - County			600												600	
Siúlóidí sa Ghaeltacht											15				15	

Appendix 3 - Programmes, Projects & Events supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O*	P	O	P	O	P	O	P	O	P	O	P	O		
Spar Mile Challenge													91		91	
Harvest Food Festival – City (for all events)	450														450	
Festival of Food – County – Road Safety Demo	25														25	
Mayor’s Health Day – Taster Activities	23														23	
ISC Family Fun Day					425										425	
John Treacy Classic - 10 mile							300		442						742	
John Treacy Classic - 5k/1k			320		340		390		475						1525	
Bike Week City & County	2438		255		785		100								3578	
Sean Kelly Cycle Tour of Waterford- Overall totals	6502		6296		5281		4410		2804		1855		915		28063	
Sean Kelly Cycle Tour of Waterford- Waterford participants	2695		2491		1867		1634		870		504		n/a		10061	
Sean Kelly Tour - Carrick Cycling Initiative - Coaching Course							11	4							11	4
Sean Kelly Tour - Carrick Cycling Initiative - Cycle Spins							42								42	
Sean Kelly Tour - Team Challenge									57	7	94	15			151	22
Sean Kelly Tour - Training Spins	47		19												66	
Link2BActive (Youth, Disability, Older Adult, Unemployed)	200		353		250		91								894	
Men Only Training (MOT) (over 35's)			16												16	
Tall Ships Activities					450										450	
Road Safety Wk - Childcare Pilot			50	3											50	3
WSP/Go Dungarvan Projects																
Road Safety Week-Train Leaders			60	1											60	1
Road Safety Week - Activities	750	4	250	1											1000	5
Road Safety programme – Childcare/Nursery Centres		3													0	3

Appendix 3 - Programmes, Projects & Events supported by Waterford Sports Partnership 2007-2013

	2013		2012		2011		2010		2009		2008		2007		Total P#	Total O##
	P*	O**	P	O	P	O	P	O	P	O	P	O	P	O		
Road Safety – Secondary School – week long programme		2													0	2
GP Exercise Referral-Facility Staff Trained & participants	37			2											37	2
GoSchoolSmart - Pilot			310	3											310	3
Sprocket Rocket - Tutor Training (for GD programme)			27												27	
Sprocket Rocket Programme			206	4											206	4
Sprocket Rocket Plus – Secondary School Pilot		1														1
Sprocket Rocket Plus – Secondary School programme	95	3													95	3
Sprocket Rocket Plus – National School	583	11													583	11
Go Travel Smart (27 classes)	675	4													675	4
Go Walk Smart (10 classes)	250	4													250	4

P* = Number of Participants who attended programmes and projects supported by WSP (where available)

O** = Number of Organisations/Schools/Clubs/Groups/Communities who attended programmes & projects supported by WSP (where available). Within a specific year there may be different participants from the same organisation and in this case the organisation will be counted each time.

Total P# = Please note that this total represents total participant places and may include some of the same individuals participating in different years.

Total O## = Please note that the cumulative organisation total may include the some of the same organisations in different years.

Appendix 4 - Waterford Demographics – Census 2011 and 2006

Age and Gender

2011 County						2011 City					2011 City & County Total						
Age	Male	Female	Total			Age	Male	Female	Total			Age	Male	Female	Total		
0-9	5,333	5,020	10,353	15.4%		0-9	3,240	3,185	6,425	13.7%		0-9	8,573	8,205	16,778	14.7%	
10-19	4,666	4,440	9,106	13.6%	29.0%	10-19	2,930	2,842	5,772	12.4%	26.1%	10-19	7,596	7,282	14,878	13.1%	27.8%
20-29	3,523	3,669	7,192	10.7%		20-29	3,669	3,804	7,473	16.0%		20-29	7,192	7,473	14,665	12.9%	
30-39	4,914	5,120	10,034	15.0%		30-39	3,703	3,755	7,458	16.0%		30-39	8,617	8,875	17,492	15.4%	
40-49	5,033	4,940	9,973	14.9%	40.6%	40-49	3,114	3,088	6,202	13.3%	45.2%	40-49	8,147	8,028	16,175	14.2%	42.5%
50-59	4,121	4,040	8,161	12.2%		50-59	2,520	2,620	5,140	11.0%		50-59	6,641	6,660	13,301	11.7%	
60-69	3,263	3,168	6,431	9.6%	21.8%	60-69	2,029	2,090	4,119	8.8%	19.8%	60-69	5,292	5,258	10,550	9.3%	21.0%
70-79	1,904	1,891	3,795	5.7%		70-79	1,254	1,505	2,759	5.9%		70-79	3,158	3,396	6,554	5.8%	
80 plus	786	1,232	2,018	3.0%	8.7%	80 plus	462	922	1,384	3.0%	8.9%	80 plus	1,248	2,154	3,402	3.0%	8.7%
	33,543	33,520	67,063	100%	8%		22,921	23,811	46,732	100%	2%		56,464	57,331	113,795	100%	5.4%
	50.0%	50.0%					49.0%	51.0%				49.6%	50.4%				
2006 County						2006 City					2006 City & County Total						
Age	Male	Female	Total			Age	Male	Female	Total			Age	Male	Female	Total		
0-9	4,749	4,534	9,283	14.9%		0-9	3,133	2,883	6,016	13.2%		0-9	7,882	7,417	15,299	14.2%	
10-19	4,439	4,199	8,638	13.9%	28.8%	10-19	3,013	3,089	6,102	13.3%	26.5%	10-19	7,452	7,288	14,740	13.7%	27.8%
20-29	4,103	3,840	7,943	12.8%		20-29	4,337	4,370	8,707	19.0%		20-29	8,440	8,210	16,650	15.4%	
30-39	4,604	4,632	9,236	14.8%		30-39	3,426	3,252	6,678	14.6%		30-39	8,030	7,884	15,914	14.7%	
40-49	4,505	4,379	8,884	14.3%	41.9%	40-49	2,881	2,958	5,839	12.8%	46.4%	40-49	7,386	7,337	14,723	13.6%	43.8%
50-59	3,827	3,697	7,524	12.1%		50-59	2,498	2,369	4,867	10.6%		50-59	6,325	6,066	12,391	11.5%	
60-69	2,748	2,638	5,386	8.7%	20.8%	60-69	1,850	1,937	3,787	8.3%	18.9%	60-69	4,598	4,575	9,173	8.5%	20.0%
70-79	1,649	1,830	3,479	5.6%		70-79	1,089	1,421	2,510	5.5%		70-79	2,738	3,251	5,989	5.5%	
80 plus	686	1,154	1,840	3.0%	8.5%	80 plus	395	847	1,242	2.7%	8.2%	80 plus	1,081	2,001	3,082	2.9%	8.4%
	31,310	30,903	62,213	100%	100%		22,622	23,126	45,748	100%	100%		53,932	54,029	107,961	100%	100%
	50.3%	49.7%					49.4%	50.6%				50.0%	50.0%				

Birthplace and Nationality

2011 Usually resident population by place of birth and nationality

Location	2011 County		2011 City		Total		Nationality	%
	Birthplace	Nationality	Birthplace	Nationality	Birthplace	%		
Ireland	58,118	60,466	38,515	39,423	96,633	86%	99,889	89%
UK	4,879	2,706	2,263	899	7,142	6%	3,605	3%
Poland	881	933	1,225	1,318	2,106	2%	2,251	2%
Lithuania	159	171	304	321	463	0%	492	0%
Other EU 27	867	800	1,240	1,228	2,107	2%	2,028	2%
Rest of World	1,561	927	2,652	2,249	4,213	4%	3,176	3%
Not stated	-	462	-	761	-	0%	1,223	1%
Total	66,465	66,465	46,199	46,199	112,664	1.0	112,664	100%

16,031

12,775

2006 Usually resident population by place of birth and nationality

Location	2006 County		2006 City		Total		Nationality	%
	Birthplace	Nationality	Birthplace	Nationality	Birthplace	%		
Ireland	54,271	56,423	39,075	39,860	93,346	88%	96,283	91%
UK	4,720	2,688	2,299	961	7,019	7%	3,649	3%
Poland	366	364	661	662	1,027	1%	1,026	1%
Lithuania	115	111	184	179	299	0%	290	0%
Other EU 27	586	513	872	839	1,458	1%	1,352	1%
Rest of World	1,213	788	2,018	1,831	3,231	3%	2,619	2%
Not stated	-	384	-	777	-	0%	1,161	1%
Total	61,271	61,271	45,109	45,109	106,380	1.0	106,380	1.0

13,034

10,097

Traveller

	2011			2006			
	County	City	Total	County	City	Total	
White Irish Traveller	152	259	411	144	300	444	-7%

Population aged 15 years and over by principal economic status

Principal Economic Status		2011		2011		2011		Principal Economic Status	2006		2006		2006	
		County	City	County	City	County	City		County	City	County	City	County	City
		Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total
At work	48.6%	25,162	16,780	44.8%	41,942	47.0%	At work	26,869	55.3%	19,389	52%	46,258	54.1%	
Looking for first regular job	0.9%	446	444	1.2%	890	1.0%	1st job seeker	337	0.7%	381	1%	718	0.8%	
Unemployed - lost/given up previous job	10.6%	5,510	5,172	13.8%	10,682	12.0%	Unemployed	2,042	4.2%	2,406	7%	4,448	5.2%	
Student	10.3%	5,346	4,527	12.1%	9,873	11.1%	Student	4,603	9.5%	4,356	12%	8,959	10.5%	
Looking after home/family	10.4%	5,383	3,139	8.4%	8,522	9.6%	Home duties	6,299	13.0%	3,771	10%	10,070	11.8%	
Retired	14.5%	7,498	5,374	14.3%	12,872	14.4%	Retired	6,306	13.0%	4,771	13%	11,077	12.9%	
Unable to work - perm. sickness or disability	4.2%	2,185	1,918	5.1%	4,103	4.6%	Unable to work	1,959	4.0%	1,734	5%	3,693	4.3%	
Other	0.4%	209	122	0.3%	331	0.4%	Other	159	0.3%	162	0%	321	0.4%	
Total		51,739	37,476		89,215	100.0%	Total	48,574		36,970		85,544	100.0%	

Persons with disability by age group

Age Group	2011		2011		Age Group	2006		2006	
	County	City	County	City		County	City	County	City
00-14	737	519	1,256	8.0%	00-14	455	316	771	7.5%
15-24	537	554	1,091	7.0%	15-24	356	319	675	6.6%
25-44	1,549	1,412	2,961	18.9%	25-44	977	912	1,889	18.5%
45-64	2,582	2,113	4,695	30.0%	45-64	1,649	1,424	3,073	30.1%
65+	3,086	2,546	5,632	36.0%	65+	2,035	1,781	3,816	37.3%
Total	8,491	7,144	15,635	100.0%	Total	5,472	4,752	10,224	100.0%
Overall									
Population % with disability	12.7%	15.3%	13.7%		8.8%	10.4%	9.5%		