



Waterford Sports Partnership Strategic Plan 2007 - 2011

Everyone Active



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● Strategic Plan 2007 - 2011

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Sean Byrne, John Power, Robert Power, Danny McGrath, Mary Browne and Gareth Craig

This document is available in Irish to download from our website at www.waterfordsportspartnership.ie

This plan has been developed by Waterford Sports Partnership and assisted by
Humphrey Murphy, Irish Leisure Consultants, Carrowcashel, Ramelton, Co. Donegal. www.ilc.ie

Message from

John Treacy

● Chief Executive | Irish Sports Council



The Irish Sports Council launched its third Strategy Building Sport for Life in 2006 and a central element of that plan was to see a national network of Local Sports Partnerships established. Over the past five years the Council has been encouraged by the excellent progress that the existing partnerships have made including Waterford Sports Partnership.

As a result, the Council continues to see the Local Sports Partnership network as the most effective way to develop opportunities for people of all ages to participate in sport in their own communities. The positive contribution of the network has been noted by other agencies such as the HSE and endorsed by the Fitzpatrick's Review. The key activities of providing information and training and delivering programmes locally have made a strong positive impact on clubs, schools and other groups.

The first Waterford Sports Partnership Strategy encouraged everyone to get active regardless of their ability. Many individuals, both young and old, have benefited from the programmes and projects of the Waterford Sports Partnership. The Partnership continues to be unique in that it combines two local authority areas under one structure. Over the years, the delivery of national and local programmes has been well supported by local partner agencies and the commitment of the Sports Development Team, Sports Co-Ordinator and Board has been immense.

The second Strategic Plan for Waterford Sports Partnership builds on the successes to date and outlines how the next challenges will be tackled in the years ahead to benefit the people of Waterford City and County.

I would like to thank everyone who has made a contribution to the success of Waterford Sports Partnership and in particular, Rosarie Kealy and her dedicated team. I look forward to supporting their work in the future and seeing my home county of Waterford getting even more active.

A handwritten signature in black ink, appearing to read 'John Treacy', with a stylized flourish at the end.

Message from

Raymond Ryan

● Chairman | Waterford Sports Partnership



I am delighted to present the Waterford Sports Partnership vision and strategy for sport and physical activity for the next five years 2007 -2011. A great deal of planning and consultation has been undertaken with many different agencies, clubs and organisations to develop this plan. We are continuing with the central vision of our previous strategy, 'Everyone Active'.

Following an extensive review of activities since our establishment in 2002 we believe that the 'Everyone Active' theme is as relevant today as it was five years ago. We believe that this 2007-2011 Strategy will enable, facilitate, promote, lead and develop sport and physical activity throughout Waterford.

From our review we know we are already making a difference. Our challenge for the coming years is to continue to develop and be successful. We plan to use the Partnership Network that has been created to draw on expertise from many different sectors of the Waterford community to promote the many health and social benefits of regular activity and sport. I believe regular sport and physical activity can be a catalyst for both personal and societal change for the better.

Sports and physical activity does not happen in a vacuum. It requires leadership, organisation and participation. Waterford Sports Partnership welcomes the excellent contributions from the many agencies, organisations, clubs, individuals and volunteers that make this happen. Waterford Sports Partnership will continue to engage with a wide and varied range of groups across the age spectrum to ensure that we work towards our vision of 'Everyone Active'.

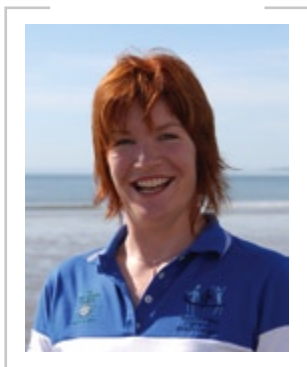
I acknowledge and thank the staff and board members of Waterford Sports Partnership both past and present for their participation and endeavour in establishing Waterford Sports Partnership as part of the fabric of sport in Waterford. Our current team of staff ably led by Rosarie Kealy will continue to build the pillars and structures to develop our role. I thank the Irish Sports Council for their continued support and assistance to Waterford Sports Partnership. I thank you the reader for taking the time to read our 2007 -2011 Strategy .

Go raibh maith agaibh.

Message from

Rosarie Kealy

● Sports Co-Ordinator | Waterford Sports Partnership



It is with great pleasure that we present this second Strategic Plan for Waterford Sports Partnership. It builds on the progress achieved in the co-ordination and support of sporting and physical activity opportunities since our inception in late 2002. The early years have seen support for increased training and education of volunteers and sports leaders, national programmes delivered locally, the development of new programmes responding to local needs and increased focus on inclusion in sport particularly of lower participation groups.

We will continue to deliver on our core activities and also develop new opportunities to work in partnership with appropriate groups and agencies to deliver on this strategy. We will measure the impact of our work on an ongoing basis and use the results to guide future direction.

I would like to thank the Members of the Board of Waterford Sports Partnership and their respective agencies for their unstinting support and contribution. I would also like to thank the sporting community of Waterford, including clubs, schools, national governing bodies of sport and community organisations for their invaluable sporting investment in time, energy and effort and for working with us and supporting us from the beginning. I really look forward to continuing our work together. My appreciation also to John Treacy and the staff of the Irish Sports Council and my colleagues in the Local Sports Partnership Network around the country for their ongoing guidance, advice and support.

I wish to acknowledge the work of Humphrey Murphy of Irish Leisure Consultants who facilitated the strategic planning process.

Finally, I would like to thank current staff members, Jane O'Dwyer, Peter Jones and Karen Phelan for their outstanding dedication and commitment to the success of Waterford Sports Partnership and to the implementation of this plan and to former members of staff, Jacqui Freyne and Valerie Colville for their huge contribution in the early years.

Is mise le meas

Rosarie Kealy

Waterford Sports Partnership

About us

Who We Are

Waterford Sports Partnership (WSP) was established in 2002 to coordinate and promote the development of sport and physical activity in Waterford. The Partnership Board has representatives from various agencies, sports groups and communities within Waterford. Our staff members have sports and administration backgrounds and are closely involved in co-ordinating and promoting increased provision and participation in sports and physical activity for the people of Waterford.

What We Do

We encourage and support the people of Waterford to participate in sport and physical activity by providing information and training and by implementing relevant programmes.

Examples of the various programmes delivered by Waterford Sports Partnership are given in Appendix 1.

How We Do It

We discuss with organisations and individuals, at a local and national level, the sports and physical activity needs and opportunities in Waterford. We develop, co-ordinate and/or deliver projects and activities in partnership with those individuals and organisations. We also encourage people to take responsibility for these projects and activities so that they can be self-sustaining.

“The National Roll out of the Local Sports Partnership Initiative lies at the centre of the Irish Sports Council’s participation strategy.”

IRISH SPORTS COUNCIL
STRATEGY 2006-2008



Waterford Sports Partnership Staff
L-R: Peter Jones, Jane O'Dwyer, Rosarie Kealy and Karen Phelan

Partnership Board Membership



See Appendix 3 for more details

Who We Work With

Everyone in Waterford of all age ranges and all levels of ability has the right to participate in sport and physical activity in a socially inclusive environment.

We work with a wide range of clubs and groups in many different and diverse settings, including the following:

Target Groups

General Public / Families
Young People
Older Adults
People with Disabilities
Women and Teenage Girls
Other Minority Groups

Settings

Pre-Schools
Schools and Colleges
Clubs
Community Groups
Workplaces

How we will Measure our Progress

WSP commits to maintaining a constant environment of monitoring and evaluation of its policies, programmes and projects. We will gather information and data that will provide the partnership with evidence of our progress and impact of our work. To this end, WSP will use all appropriate and reasonable mechanisms such as quantitative and qualitative data, user surveys and independent reviews. Where possible, we will develop performance indicators and targets to measure the success of our actions.



Making friends at the Football World Cup

Our Values

- **Partnership** with the people of Waterford through consultation and co-delivery
- **Quality** opportunities and programmes that lead to greater levels of continued participation
- **Sustainable** long-term success rather than quick fix solutions
- **Equality** of access regardless of gender, marital status, family status, age, disability, race, sexual orientation, religious belief, membership of the Traveller Community or other minority groups
- **Best Practice** by adhering to National Codes of Practice and utilising the experiences of others
- **Participant centred** in the delivery of sports and physical activity with reference to the needs and welfare of all our community.

Strategic Plan 2007 - 2011

Background

Waterford Sports Partnership (WSP) commenced operations in 2002 and developed a strategy following consultation with the people of Waterford. The Partnership provided information, training, delivery and co-ordination of local and national sports and physical activity programmes under the framework of the 2003-2006 Strategy. The vision of this first strategy was 'Everyone Active' and it had four key strategic areas; Participation, Quality, Communication and Operations.

A structured review of this plan took place in late 2006 and early 2007. This review concluded that the Partnership had successfully delivered on its four key strategies and, more importantly, it confirmed that WSP has firmly embedded itself into the fabric of sport and physical activity in Waterford.

In summary, the review identified the need for

- continuity of our core activities
- a more strategic approach to local sports development
- pre-programme and post-completion research
- additional and deeper collaboration with our partners and the Waterford community
- a more focused project selection process.

The review of the WSP Strategic Plan 2003 - 2006 is available at www.waterfordsportspartnership.ie

Context

As a result of recent social, economic and demographic changes, the environment for sports and physical activity, both on a local and national level, is evolving. The review of WSP's previous strategy (2003-2006) and recent research results of the ESRI (Economic & Social Research Institute) and the Irish Sports Council, have all identified a number of issues that will impact on how WSP operates into the future. These include lifestyle changes within Irish society; a growing but less active population; greater cultural diversity within communities; time constraints facing young people and adults and the increasing demands being placed on volunteers and on existing facilities. These are but some of the challenges that will affect the WSP strategic direction.

In response to these trends and in line with national policy, some of the key objectives for WSP are:

- A greater focus on sport as a tool for social inclusion
- Encouraging healthier lifestyles through sport and physical activity
- Flexibility in responding to local needs
- Addressing barriers to participation at a local level
- Monitoring and evaluation of performance.
- Addressing the requirement to source match funding of 50% by 2009
- Matching available resources to growing demands and responsibilities.

This strategic plan will build on the success of the first plan and continue with the vision of 'Everyone Active'.



Spar One Mile Challenge

Vision, Mission and Approach

Vision: Everyone Active

Approach

Our approach will encompass the following three inter-related themes

“Strategic, Collaborative & Discerning”

1. Be Strategic - Why are we doing it?

It is important that in addition to WSP’s operational development and delivery of sports and physical activity programmes, that WSP takes a more strategic and visionary role, anticipating and developing *what might be* in addition to supporting *what is*. We will **provide a voice to shape policy and planning** at a local and national level by **gathering and disseminating** information and learning from our local experiences. We will encourage other organisations and groups to take a more strategic and pro-active approach to their challenges and opportunities through our **example and support**.

2. Be Collaborative - Who is doing it?

In order to maximise resource efficiency, ensure sustainability, increase shared learning and avoid the duplication of effort, WSP will increasingly collaborate with other organisations. This will require a higher level of shared resources and responsibility that will be achieved by identifying a common purpose and mutual benefit between ourselves and our partners. Our approach will move from “how do we” to “how can we help others to”. WSP will achieve this by collaborating in the usage of our resources and those of our partners.

3. Be Discerning - What choices need to be made?

There is a significant demand on WSP staff, finance and time resources. WSP must therefore be more discerning in the allocation and use of resources and more assertive in prioritising sustainable projects. The strategic benefit, sustainability and resource requirements of a project / action will determine our project priorities and selection process. Research will be undertaken, where appropriate, to inform project selection and to evaluate project impact. By co-ordinating or collaborating with other agencies and organisations, we will pursue shared objectives where supporting resources are available.

Therefore, in order to achieve our vision and mission we will aim to be strategic, seek to operate collaboratively and be discerning in our approach over the next five years.

Mission Statement

“Our Mission is to

plan, co-ordinate,

enable, assist and

develop quality

opportunities with the

people of Waterford

to facilitate their

participation in

sports and physical

activities.”

Waterford Sports Partnership

The next Five Years

● “Everyone Active”

Our experience is that people, clubs and organisations are most motivated when they see a benefit, have an input and take responsibility. We believe that this motivated involvement is crucial to the quality and sustainability of sports and physical activities in Waterford.

WSP is a resource for the people, schools, clubs and organisations of Waterford who wish to engage in sports and physical activity.

We operate by supporting:

- greater participation,
- quality experiences,
- effective communications and
- Partnership Growth.

Participation

“Activity for All”

Support opportunities for the participation of

- General Population
- Young People
- Older Adults
- Women and Teenage Girls
- People with Disabilities
- Other Minority Groups

Quality

“Quality Experiences, Quality Clubs, Quality Volunteers”

Support a quality sporting environment for

- Clubs
- Coaches, Officials, Volunteers
- Facilities

Communications

“Increased awareness, increased participation”

Use communication as a tool for

- Marketing and Promotion
- Information provision
- Influencing Policy

Partnership Growth

“Building the Partnership”

Increase strength and depth of the Partnership through

- Effective Governance and Management
- Discerning Project Selection
- Relationship Development
- Planning and Research

These four themes of Participation, Quality, Communications and Partnership Growth are the foundations on which WSP will operate with the various target groups such as young people, older adults, women, people with disabilities, socially disadvantaged and minority groups whether it be in schools and colleges, sports clubs, community groups, organisations or workplaces.



Participation

Activity for all

Strategy 1 Participation

Activity for all

WSP's role is to ensure that there are opportunities for all. The Partnership's priority will be to focus on the delivery of quality programmes to targeted groups, and to raise awareness of the importance of being active. While WSP aims to support the general population, it will particularly target young people, older adults, women, people with disabilities and minority groups.



Buntús Children

Our Approach

WSP will target the following population groups:

General Population

More people will participate if they are aware of the benefits of and opportunities to participate.

We aim to:

- 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]**.

Young People

Young people need participation at the level appropriate to them during their different youth life stages. We will work with our partners and the community in assisting appropriate introductions and opportunities for sports and physical activity.

We aim to:

- Promote and support physical activity for pre-school children e.g. the **Buntús Start Programme**
- Support the implementation and sustainability of activity programmes in Primary Schools, e.g. **Buntús and 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.

Older Adults

We aim to:

- 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.

“Our job is to ensure that every person has the opportunity to enjoy the simple pleasures of playing, participating and competing in the sports of their choice and at a level appropriate to their ability.”

OSSIE KILKENNY
Chairman
Irish Sports Council



Making Waves !

Strategy 1 Participation

Activity for all

Women and Teenage Girls

We aim to:

- Develop and support initiatives to increase the participation of women and teenage girls in sport and physical activity
- Access funding to support such initiatives.

People with Disabilities

WSP recognises the need for additional resources in order to have a meaningful impact on the participation of people with disabilities.

We aim to:

- Source funding to employ a Sports Inclusion Development Officer for Waterford
- Create a cooperative 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.

Other Minority Groups

A range of opportunities and approaches are available in order to include all of our community.

We aim to:

- Work with identified disadvantaged groups with the support of relevant organisations such as RAPID (Revitalising Areas by Planning, Investment and Development) and CLAR (Ceantair Laga Ard-Riachtanais)
- Develop opportunities for the disadvantaged or marginalised in our community to increase their participation in sport and physical activity.



Surf Project at Tramore



Waterford's Football World Cup



Buntús Start Equipment

“About 22 per cent of adults in Ireland were completely inactive in sport or recreational walking. Only about 40 per cent of all adults took part to the minimum standards of physical activity recommended by the World Health Organisation (30 minutes accumulated exercise a day five days a week.”

SPORTS PARTICIPATION
AND HEALTH AMONG ADULTS
IN IRELAND, ESRI, 2003)





Quality Strategy

Quality Experiences, Quality Clubs, Quality Volunteers

Strategy 2 Quality Strategy

Quality Experiences, Quality Clubs, Quality Volunteers

To encourage more people to be more active, more often will increasingly require that their demands be satisfied by quality sports and physical activity experiences and opportunities. In this respect, clubs and their volunteers are sports' greatest assets. However, recent research has highlighted the need for additional volunteers, greater sports diversity and additional club support.

WSP's Quality Strategy, by assisting the development of clubs and volunteers through education and information, will support the provision of sports and physical activity in Waterford.

Clubs

Clubs range from those that are well established, to those which are at start up phase. Different support is required for each stage of a club's development.

We will:

- 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.



Newly formed Dungarvan Gymnastics Club

Coaches, Officials and Volunteers

It is WSP's contention that in order to support current, and encourage additional volunteers, that individuals, according to their needs and abilities, must be provided with a challenging, supportive and incentivised environment.

We will:

- 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.

Facilities

Additional awareness is required regarding the availability and potential of natural and built sports and recreation facilities in Waterford. Furthermore, the development of new sports facilities must take cognizance of existing amenities.

We will:

- 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.



Coaching for Success Seminar
Speakers and WSP Staff



Communications

Increased Awareness, Increased Participation

Strategy 3 Communications

Increased Awareness, Increased Participation

WSP plans to communicate effectively information relating to sports and physical activity to the people of Waterford. Our approach will be strategic in terms of influencing key stakeholders and practical in terms of providing relevant information to those involved in sport and physical activity.

WSP will continue to communicate in different ways with different groups to deliver our message. We will target those involved in sports and physical activity and those requiring encouragement to participate. WSP also has a strategic role to play as a body that supports the sporting community in Waterford at local and national level, and must ensure that this role is advanced through effective communication.

Marketing and Promotion

WSP is aware of the importance of promoting WSP and its message at local and national level.

We will:

- 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.



Fáilte Football Tournament

Information Provision

WSP will use appropriate methods to clearly, concisely and accurately communicate with various individuals and organisations.

We will:

- 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 of resources.

Influencing Policy

We are aware of the ability of WSP to impact and influence the decision making process of the many agencies and organisations we deal with at local and national level.

We will:

- 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.



Nordic Walking at Older Adult Festival



Partnership Growth Strategy

Building the Partnership

Strategy 4 Partnership Growth Strategy

Building the Partnership

To increase the capacity of WSP by expanding and strengthening the involvement of the WSP network, supporting our staff and board, evaluating our work and maximising our resources.

The Review of the WSP Strategic Plan 2003 – 2006, identified an increasing demand on WSP resources due to its range of projects.

Furthermore, The Review of the Local Sports Partnership Programme by Fitzpatrick & Associates made a number of operational and strategic recommendations, which are being adopted by the Irish Sports Council.

For Waterford Sports Partnership to accomplish its Mission in this evolving context it must both optimise and expand its resources.

This Partnership Growth Strategy requires:

- Internal actions such as focused research, staff training, partner integration and project prioritisation
- External Actions such as increasing the number and involvement of our external stakeholders.



Launch of the Sean Kelly Tour of Waterford

Governance and Management

- Ensure WSP is governed, managed and operated in accordance with best practice.
- Ensure staff is 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 in attracting support and funding, financial and in-kind, to meet the 50% matched funding requirement.

Discerning Project Selection

In order to be effective and sustainable, WSP will initiate a project selection and resource allocation process, which will include the collaboration of our Partner agencies and Communities.

We will

- Undertake sustainable projects consistent with our strategy
- Operate a shared partnership approach with enhanced collaboration for all our work.



Enjoying the outdoors!

Strategy 4 Partnership Growth

Building the Partnership

Relationship Development

Strong relationships are key to the growth and development of WSP.

We will

- 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.

Planning and Research

In order to determine the effectiveness of its actions, WSP will set achievable and quantifiable goals within clearly defined time parameters which will be subjected to ongoing monitoring.

We will

- 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 our activities.

See Appendix 2 for further details.



WSP support the Lions Club Christmas Hamper Appeal

“ Local Sports Partnerships must introduce a formal monitoring and evaluation framework involving the collation of quantitative and qualitative programme performance indicators.”

THE REVIEW OF THE LOCAL SPORTS PARTNERSHIP PROGRAMME
BY FITZPATRICK ASSOCIATES



Minister Martin Cullen at the Launch of the Walking School Bus Pack



Waterford Sports Partnership Board



Appendices



Appendix 1

Programme and Resource Information

Examples of Waterford Sports Partnership Programmes and Resources

Programme	Details
Club Development Programme	This programme provides training and support to volunteers, coaches and clubs / organisations to promote quality sporting experiences and long term development of clubs.
Club Grants Programme	The objective of this programme is to provide financial assistance to clubs through its Coaching and Development Funds. The Coaching Fund encourages attendance at accredited coaching courses while the Development Fund assists new clubs in initial set up costs and supports established clubs with initiatives to expand participation.
Code of Ethics Programme	This is an Education and Training Programme for sports leaders / coaches / parents on good practice in children's sport. It includes a Basic Awareness Workshop followed by a Children's Officer Training Course.
Lucozade Sports Education	By implementing principles of good practice relating to sports science, nutrition and hydration, coaches, players and athletes can improve performance. This programme raises awareness of these key principles.
First Aid Programme	A two day Rescue Emergency Care First Aid Course developing basic skills to deal with sports casualties / injuries.



Appendix 1

Programme and Resource Information

Examples of Waterford Sports Partnership Programmes and Resources

Programme	Details
Active Leadership Award	The award is designed to provide trained, knowledgeable and enthusiastic community based physical activity leaders.
Buntús Start	A physical activity programme for children in pre-school settings involving training for pre-school leaders and the allocation of child-friendly play equipment, bags and resource cards.
Buntús Generic	A primary school sports / PE (Physical Education) initiative to support teachers in the delivery of both curriculum PE and extra curricular sporting programmes. The three key components of the programme – Training, Resource Cards and Equipment, are designed to provide easy to understand and accessible support so as to give children a fun but high quality introduction to sport.
Buntús Specific (Soccer, Basketball, Golf, Badminton)	These sports specific programmes are aimed at primary school children and their teachers in partnership with the relevant sports governing body. The programme provides training and resources for teachers by introducing the basic skills necessary for the specific sport in a fun, safe and organised way.
Waterford Active Schools Programme (WASP)	This programme aims to increase awareness in families of the importance of being active and to make activity a natural part of daily life leading to families being more active, more often.



Appendix 1

Programme and Resource Information

Examples of Waterford Sports Partnership Programmes and Resources

Programme	Details
Playground Marking Scheme	This scheme's objectives are to increase the level of school-based physical activity and play, and to increase the number of children who are active during school time through their involvement in schoolyard games.
Active Girls Programme	Initiatives will be developed by Waterford Sports Partnership, in partnership with post-primary schools, to raise levels of activity amongst teenage girls.
Go For Life	Go For Life is the national programme for sport and physical activity for older people. The aim of Go For Life is to involve older adults in all aspects of sport and physical activity more often and involves the training of Physical Activity Leaders (PALS) enabling them to lead older adult groups in physical activity.
Slí na Sláinte	The Slí na Sláinte or 'paths to health' routes were developed by the Irish Heart Foundation (IHF) in association with the Irish Sports Council. The aim is to promote walking as a healthy exercise option for all.
Women in Sport Programmes	WSP has in place a number of initiatives under the Women in Sport (WIS) Programme. The WIS programme is co-ordinated by the Irish Sports Council to promote greater participation by women and girls in sport and physical activity and incorporates promotion, programming and training e.g. Beach Volleyball, Women in Coaching Programme, PAMs Programme etc.



Appendix 1

Programme and Resource Information

● Examples of Waterford Sports Partnership Programmes and Resources

Programme	Details
● People with a Disability Programme	Initiatives have been and will continue to be developed by WSP to encourage the integration of people with disabilities into sport and physical activity
● Diversity in Sport Programmes	WSP, in partnership with other organisations, has and will continue to support the development of integration programmes through sport and physical activity. e.g. Failete Football, Volleyball and International Family Funday.
● Workplace Activity Pack	This resource aims to support workplace activity co-ordinators to put in place workplace activities to promote wider participation in sport and physical activity.
● Walking Bus Pack	The purpose of this resource is to support parents and teachers in promoting active living through the Walking Bus initiative.



Appendix 2

Evaluation and Measurement of Progress

- WSP commits to maintaining a constant environment of monitoring and evaluation of our policies, programmes and projects in line with the ISC Monitoring and Evaluation framework. We will gather information and data that will provide us with evidence of our progress and impact of our initiatives. To this end, all appropriate and reasonable mechanisms such as quantitative and qualitative data, user surveys and independent reviews will be utilised. The following are examples of some of the key performance indicators that will be used to measure the success of WSP's actions. These indicators will be applied in conjunction with an impact evaluation system so as to provide a more qualitative measurement of the impact of WSP's work.

Participation

Number of :

- Pre-schools participating in programmes.
- Primary / secondary schools participating in programmes.
- Teachers trained.
- Programmes delivered.
- Participants in programmes by target group.
- Leaders trained.

Quality

Number of :

- New clubs.
- Participants on courses / workshops.
- Coaches trained.
- Clubs accessing WSP Grant Schemes.
- Information Workshops delivered.

Communications

Number of :

- Number of presentations to targeted groups / organisations.
- Newsletters issued.
- Press releases issued.
- Website hits.

Partnership Growth

- Level of ISC annual investment.
- Level of external investment.
- Number of programmes co-delivered.
- Number of service agreements in place.
- Number of research projects undertaken and completed.
- Training received by staff.
- Staff and board member turnover.
- Staff numbers.



Appendix 3 Waterford Sports Partnership

Board of Directors and Staff

The Directors and Staff of WSP are indebted to the hard work and commitment of the partners and their representative organisations over the past four years. Without their active participation and the co-operation of clubs, schools, volunteers and community groups, WSP could not have progressed to the extent that it has, nor be in a position to plan for the future.

The following are the current members of the Board of Waterford Sports Partnership Limited

Cllr. John Carey	Waterford County Council	Ms. Gail O’Sullivan	Foróige
Mr. Eamon Cleary	Club Representative	Ms. Catherine Power	WLR FM
Mr. Oliver Coffey	County Waterford Community Forum	Mr. Michael Power	Waterford Leader Partnership
Ms. Margaret Cunningham	St. Declan’s National School	Cllr. Mary Roche	Waterford City Council
Ms. Rosie Donnelly	Waterford Institute of Technology	Mr. Ray Ryan	Waterford City Community Forum
Ms. Elaine Dunne	People with Disabilities Ireland	Ms. Susan Scully	Health Service Executive South East
Sgt. Coleman Hogan	Garda Síochána	Mr. Joe Stokes	Waterford Area Partnership
Mr. Sean Kelly	Honorary Member	Mr. Richie Walsh	Waterford County Development Board
Mr. Michael Kirwan	City of Waterford Vocational Education Committee (VEC)	Employees of the Partnership are	
Mr. Paddy Lavelle	County Waterford Vocational Education Committee (VEC)	Ms. Rosarie Kealy	Sports Co-Ordinator
Mr. John McLoughlin	Club Representative	Ms. Jane O’Dwyer	Sports Development Officer
Fr. Pat Moran	St. Augustine’s College	Mr. Peter Jones	Sports Development Officer
Mr. Eoin O’Neill	Waterford Regional Youth Services	Ms. Karen Phelan	Administrator
Mr. Vinnie O’Shea	Waterford City Development Board		

Appendix 4

Glossary of Terms

Waterford

Refers to the whole area of Waterford City and County.

Sport and Physical Activity

Waterford Sports Partnership has adopted the following definition of Sports and Physical activity, which represents physical activity in its broadest sense, being as much about health and fun as about excelling in competition.

'All forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels'

Network

Consists of clubs, schools, community groups, statutory agencies and partner agencies.



Photos L-R

Beach Volleyball on Tramore Beach

Boxing Display at the International Family Fun Day

Relay start at the Regional Sports Centre



Appendix 5

Abbreviations

CLAR	Ceantair Laga Ard-Riachtanais	PE	Physical Education
ESRI	Economic and Social Research Institute	RAPID	Revitalising Areas by Planning, Investment and Development
IHF	Irish Heart Foundation	VEC	Vocational Education Committee
ISC	Irish Sports Council	WASP	Waterford Active Schools Programme
LSP	Local Sports Partnership	WSP	Waterford Sports Partnership
PAL	Physical Activity Leader		



Top Photo: Female Soccer Coaching
Left Photo: Playground Marking Programme
Right Photo: Secondary School Camogie Blitz



Notes

Notes

This image shows a single sheet of white paper with horizontal orange ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Notes



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