



Waterford Sports Partnership Strategic Review 2003 - 2006



The first 4 years

Contents

● Strategic Review 2003 - 2006

Contents	Page
Executive Summary	2
Review Process	3 7
Strategic Areas: Approach and Achievements	8 13
The Future	14 15
Appendices	
Appendix 1 - Programme and Resource Information	16 17
Appendix 2 - Activities and Outputs 2003 - 2006	18 19
Appendix 3 - Waterford Sports Partnership Board of Directors and Staff	20 21
Appendix 4 - Glossary of terms	22
Appendix 5 - Abbreviations	22

Executive Summary

Waterford Sports Partnership (WSP) was established in 2002 under the Local Sports Partnership initiative of the Irish Sports Council. Following a detailed consultation process WSP developed and implemented the 2003 – 2006 Strategy. WSP commissioned a strategic review and this report sets out the key achievements and key recommendations going forward that will inform the future strategy.

Key Achievements

- An excellent start and a focused approach to the implementation of the 2003-2006 Strategy
- Established WSP structures and board
- Quality and committed Staff, Board and Executive
- Positive relationship between agencies and partners throughout Waterford
- Positive relationships with volunteers, clubs, schools and National Governing Bodies (NGBs)
- Quality programmes to increase participation and quality of opportunity in schools, clubs and community
- Quality Training and Education Programme in place.

Key Recommendations

- Continuation of many existing programmes
- Discerning approach to future programme selection
- Focus on promoting volunteerism required
- Need for development of monitoring, evaluation and management information systems
- Strategic focus on building relationships and networks to encourage greater collaboration.

The detailed findings are set out in the following pages. WSP is very pleased that this report strongly endorses its position as a quality organisation that is firmly embedded in the fabric of sports and physical activity in Waterford and working towards the Partnership's vision of "Everyone Active".



Review Process

As part of the completion of the Waterford Sports Partnership 2003 – 2006 Strategic Plan and in preparation for its 2007 – 2011 Strategic Plan, a structured Review was undertaken in late 2006 and early 2007. WSP commissioned Irish Leisure Consultants to complete this review in conjunction with members of the Partnership and key local stakeholders.

This review of the Strategic Plan was formulated following a series of individual meetings, focus group discussions, questionnaires, reference to national research and policy, as well as presentations and discussion with the Waterford Sports Partnership Board.

Date	Format
15th November 2006	Initial Consultation with Board Chairman and Co-ordinator
14th December 2006	Meetings with staff and individual Board Members
15th December 2006	Meetings with individual Board Members
26th January 2007	Board Presentation and Discussion
27th February 2007	Focus Group Meeting
28th February 2007	Focus Group Meetings x 3
February/March	Analysis of strategy questionnaires, individual responses from web submissions and written responses from newspaper advertisements
March-June 2007	Presentation to Board and Irish Sports Council Discussion and Feedback on drafts



In addition to the Board presentations in January and March, ten meetings were held with individual members of the Partnership Board.

There were four focus group meetings, two of which were open to the general public. These were held in Dungarvan and Waterford City and were attended mainly by sports club representatives. The two additional focus group meetings were held in Kilmacthomas and were by invitation to representatives of the Older Adult community and representatives from both Primary and Secondary

schools. Strategy questionnaires were sent to all clubs, schools, and database contacts. The review process also encompassed discussions on the future role and direction of the Partnership with regard to its Strategic Plan for 2007 – 2011.

Review

Waterford Sports Partnership (WSP) undertook the development and implementation of its Strategic Plan 2003 – 2006 and entered into a comprehensive strategy at the core of which was Participation, “Everyone Active”. Three Quality Strategies (Management and Sports Development, Volunteers, Officials and Coaches and Facilities, Recreation Areas and Natural Resources) underpinned this core Participation Strategy. An additional two strategies, Communications and Operations, identified the mechanisms necessary for the delivery of the WSP strategic goals.



Over the course of 2003 – 2006, WSP delivered its Strategic Plan at three levels:

1. Specific Activities

These were actions required in order to reach stated Objectives, such as specific projects that it developed, delivered or supported.

2. Relationship Activities

These established and developed relationships with the local and national sports and physical activity community and allowed greater balance between the WSP operational and strategic roles.

3. Resources

This was the method by which the Partnership sourced and used its resources to achieve its objectives.

Specific Activities

The Waterford Sports Partnership Strategic Plan 2003 – 2006 mapped out a course which both defined the WSP focus and detailed its future actions. The newness of the Partnership concept along with the evolving Irish sports and social environment required WSP to be focused and consistent, while at the same time being flexible and dynamic.

Review

It is evident from this review that there was a high degree of consistency and follow through on the Plan's Strategies and Actions. This review also indicated that there was sufficient flexibility in responding to changing contexts and opportunities, not envisioned at the Plan's development stage. Consequently, while a significant majority of the Strategic Plan's actions were completed, some additional actions were also pursued while other actions which had a lower priority, were discontinued.

Changing circumstances precluded some actions from being undertaken, while others, due to a lack of sufficient external resources, were unable to be delivered.

Many innovative approaches were taken by the Partnership in its approach to the Plan's Objectives and Actions. In addition to its delivery and support of national programmes such as Buntús and Go for Life, WSP also developed a number of unique responses to local needs consistent with its strategy.

Future Specific Activities

In order to make best use of its resources WSP might consider a two-pronged shift in its approach:

1. A More Discerning Approach to Project Selection

Currently, demand exceeds the availability of WSP's resources, thus preventing many of its actions being implemented. For this reason, project prioritisation will become a key strategic function of WSP in the future.

2. Additional and Deeper Relationship with Agencies and Organisations

In order to resource specific projects and also sustain the broader actions of WSP, the sharing of resources on mutually beneficial projects with other agencies is required. The following Relationship Activities consider this issue in more detail.

Relationship Activities

There are two aspects to the development of effective strategic relationships:

- Defining WSP's role in the relationship.
- Effectively communicating and selling that role.

In this instance WSP defined its role as a developer, delivery agent and supporter of sports and physical activity in Waterford. As identified earlier, WSP developed specific programmes and projects in response to local needs and then delivered these and additional national projects such as Buntús and Go For Life. Furthermore, through its awareness and education initiatives such as the Code of Ethics, fundraising information, Sports Capital assistance and Sports Seminars, WSP provided support to both participants and providers of sports and physical activity in Waterford.



Review

The visible manifestation of this role was best defined by WSP's "Physical Evidence" such as its stationary, web site, publicity material and branded staff-wear and accessories.

- WSP's printed and promotional materials are compatibly harmonised through the consistent use of its logo and the primary / navy and light blue colours.
- A policy of consistent and high quality written communications emanates from the Partnership, as demonstrated in the regular newsletters and other resources such as the Workplace Activity Pack and Walking Bus Pack.

More important, however, were the professionalism, diligence and sensitivity, which characterised the work undertaken by WSP staff members. The quality of interaction, and large and diverse attendances at the focus group meetings during the Review and Strategic Planning process, was a reflection of the strength of the relationship between WSP and the sports and physical activity community of Waterford.

During the review process it was evident that the role of WSP as a key developer, delivery agent and supporter of sports and physical activity in Waterford, was accepted and respected. In effect, there was clear and positive WSP brand acceptance by providers.

Future Relationship Activities

As full time development officers are increasingly employed by sports National Governing Bodies, many youth organisations and the health sector, it is inevitable that in the long term a less operational or hands - off approach will emerge. Consequently, more collaborative and strategic relationships with such organisations and staff become desirable. Such alliances have the potential to be more productive and more effective.

It is obvious that, currently, WSP is not the only delivery agent nor is it the only body offering solutions for sports and physical activity in Waterford. Nonetheless, a perception must be cultivated whereby WSP is accepted as the official link between the sports and physical activity needs of Waterford and the assembling of appropriate solutions and resources. In effect, the function of WSP should be to work with communities and agencies in order to agree and develop sustainable solutions, rather than work for communities and agencies to provide ongoing actions. Such a strategic relationship shift will necessitate a more specific role definition for WSP.

A revamp of WSP's website design will also assist in redefining the role and relationship of the Partnership.

Resource Allocation

Waterford Sports Partnership has finite resources with which to meet its Objectives and undertake its Actions. It is evident that these resources while used effectively, are in danger of being overwhelmed for the following reasons.

• Project Range:

The Partnership has undertaken a broad range of Projects, as indicated in subsequent pages. Some of these projects are well developed and resourced national programmes, such as Go for Life and Buntús, others are locally developed and resourced for example Physically Active Mums (PAMs) and Waterford Active Schools Programme (WASP).

• Project Depth:

Concern within WSP regarding consistent quality output, and the association of the WSP brand with a project, has led, as a result, to additional unforeseen resource demands from some projects.

Review

- **Level of Collaboration:**

The level of other agency involvement with Waterford Sports Partnership is more akin to networking rather than effective collaboration. Networking, while essential, involves the exchange of information while Collaboration results in organisations working together using shared resources to generate mutual benefit.

Future Resource Allocations

Pressure on WSP resources will continue to grow, especially given the emerging strategic role of the Partnership. As identified earlier, the level of involvement and the choice of projects entered into by the Partnership will, out of necessity, lead to prioritisation so as to minimise resource waste, increase project sustainability and, as a result, reduce future resource demands.

Undertaking projects that fulfil a series of objectives has the potential to create a more substantial return on the resources employed. For example, the development and delivery of a project relating to the development of a minority sport might target a particular age group, or disadvantaged sector of the community. Such a project process might also include the collaboration of a relevant agency or organisation and potentially link in with the development of a new club or facility.

Learning

As a result of the specific actions of WSP and their various conclusions, a significant body of knowledge has been accumulated. Accordingly, impressive progress has been made along the WSP Learning Curve. During the delivery of the 2003 – 2006 Strategic Plan the following core proficiencies emerged.

1. **Network:**

WSP has an extensive and important network. At a functional level this network is reflected in the Partnership database while at a strategic level, the personal contacts, support of and shared understanding within this network, has resulted in a cohesive response to local sports needs and resources.

2. **Project Development:**

WSP now has the capacity to advance attractive practical solutions to meet local sports and physical activity needs.

3. **Project Delivery:**

WSP and its partners have the capacity and knowledge to deliver local and national programmes

This mix of competencies is the basis of WSP's effectiveness and also the means by which WSP can collaborate with other agencies. In addition to this expertise, valuable knowledge has also been gathered at a micro level with respect to specific communities, sports, and individuals.

Objectives and Actions

The following is a review of the individual strategies in the 2003 – 2006 Strategic Plan. The learning or understanding arising from the delivery of this Strategic Plan and the required future challenges are also outlined.

Strategy 1

Participation

Everyone Active

Goal

To increase participation in sport and physical activity with emphasis on those groups with lower participation rates.

Partnership Approach

WSP initiated a diverse range of programmes targeting a cross section of the community. These programmes were, where possible, undertaken in partnership with other agencies.

WSP was effective in targeting lower participation groups and creating a child centred approach to sport and physical activity. The participation message was delivered to the relevant agencies and groups while key relationships were developed and strengthened.

Key Achievements

- The Buntús programme, supported by a refresher programme, was implemented in all seventy-eight Primary schools in Waterford .
- The National Governing Body Buntús programme is in place for the FAI, Badminton, Golf and Basketball associations.
- The Buntús Start Programme was introduced to the pre-school sector in six centres and continues to be rolled out.
- Twenty Go For Life Physical Activity Leader Courses were held for older adults with 463 participants.
- Two *Older Adult Festivals* were held
- Resources, such as the Workplace Activity Pack and the Walking Bus Pack, were developed and made available on the website.
- The Physically Active Mum's Programme (PAM's), and the Womens' Health & Fitness Programme, were successfully piloted.
- A Fáilte Football tournament and an International Family Funday were held for immigrant workers.
- An Assistant Swim Teacher course and three Adapted Physical Activity workshops were held to promote the participation of people with disabilities.
- *Come 'n Try It Blitzes* were held to promote participation in physical activity.



Strategy 2

Quality

Management and Sports Development

Goal

To improve the quality and sustainability of clubs and organisations delivering sports and physical activity services.

Partnership Approach

The Partnership put in place resources and supports to assist clubs and organisations. Different approaches were used including information packs, website downloads and seminars/workshops in addition to one-to-one assistance.

The Partnership worked closely with individuals, clubs and organisations in the development of some of these resources. WSP was effective in responding to the needs of clubs and providing useful information and supports.

Key Achievements

- Resources were developed and are downloadable on the WSP website e.g. Public Relations Guidelines, Writing Press Releases, Media Tips, Club Planning, Fundraising Ideas, etc.
- Information pertaining to grants and funding opportunities was publicised. Numerous workshops were also held which provided information on Sports Capital Grants Funding and Drawdown Procedures
- A range of workshops was developed and delivered, such as Fundraising Made Easy, PR, Media and Sponsorship, etc.
- Networking opportunities were identified by clubs as a less obvious but very positive benefit of involvement with WSP
- A Development Funding Scheme was put in place and operates to support the development of new clubs and to assist clubs in need.



Strategy 3

Quality

Volunteers, Officials and Coaches

Goal

To have a sports and physical activity environment which attracts volunteers, officials and coaches, supports their work and facilitates the development of their skills.

Partnership Approach

WSP provided or facilitated the provision of subsidised and relevant training for volunteers, coaches and officials to support the work they do on the ground. This helped increase the awareness of the Code of Ethics and support for quality coaching through grant aid. These initiatives have been instrumental in raising quality standards amongst clubs.

Key Achievements

- Twenty-three Child Welfare and Protection Awareness courses were held, training 315 people. Children's Officer training also commenced in 2006.
- Eleven First Aid training courses were facilitated with 205 people attending.
- Ten Speed Agility Quickness courses were held with 246 participants trained.
- A Coaching Funding Scheme was put in place to fund coach training course fees.
- A Volunteer Pack has been developed for sports clubs and was made available in early 2007.
- A "Coaching for Success" Seminar, with over 140 participants, was held.
- WSP liaised with NGB's and helped arrange coaching courses for clubs to be held in Waterford e.g. Athletics, Camogie and Gymnastics



Strategy 4

Quality

Facilities, Recreation Areas and Natural Resources

Goal

To promote a strategic approach to the use and development of the sports and physical activity infrastructure so that opportunities for participation and the use of resources are maximised.

Partnership Approach

An audit was undertaken by WSP to assess the status of the current provision of sports facilities in Waterford.

When approached for assistance by clubs and organisations every opportunity was taken to encourage multi-usage and shared access at the planning stage of projects.

Key Achievements

- A facility audit was undertaken by the Partnership that identified the location and types of facilities in Waterford. The facility directory is available on the WSP website.
- WSP promoted a shared and multi-use approach to facilities.
- WSP encouraged the use of the natural environment through funding for outdoor pursuit activities.
- WSP provided information on disability access to facilities. The knowledge collected will be used for work in this area in the future.
- The training of facility staff was provided within the general WSP Training and Education programme. Specific facility staff training opportunities are available via FETAC and ILAM.



Strategy 5

Communications

Developing a Partnership Approach

Goal

To create an awareness of and communicate the work and programmes of WSP and to have an effective Partnership.

Partnership Approach

WSP undertook a three-strand approach:

1. Effective Communications.
2. Board and Staff development.
3. Interaction with external stakeholders.

Key Achievements

- WSP's identity and credibility was established and there is general acceptance of the WSP brand amongst providers of sports and physical activity.
- The professionalism of WSP staff was acknowledged and will continue to be central to the Partnership's reputation and to its engagement with providers and participants.
- Relationships with Sports Development Officers and users of WSP services were developed and strengthened and ongoing cooperation will continue.
- Comprehensive databases were developed.
- The WSP website is user friendly, visually attractive, functional and hosts a range of valuable information.
- Regular Newsletters were published and distributed to an extensive mailing list and are also made available on the website.
- Since 2003, up to forty press releases have been issued annually and were included in local newspapers.
- WSP activities featured regularly on local radio and occasionally on national television.
- Communications and awareness within the Waterford participant and provider community have improved as a result of WSP's communications activities.



Strategy 6 Operations

WSP Management, Research and Monitoring

Goal

To have effective management, research and monitoring procedures to guide the delivery of WSP's strategy.

Partnership Approach

The strategic, operational and sub committee structures of WSP were determined in the early stages of WSP's operation and evolved with the Partnership. Task Groups were formed to advance specific assignments. While initial links were made to advance research objectives no formal research programme has been put in place, therefore the next strategy will prioritise this area.

WSP employs a Co-ordinator, a part-time Administrator, two Development Officers and, where appropriate, employs students on placement for project work.

Key Achievements

- WSP is the only dual Local Authority Area Partnership and has proven to be effective in its operation. It is now being used as a template for other organisations in Waterford.
- The WSP Board has a committed membership representing relevant stakeholders in both Waterford City and County.
- Resulting from the overall Strategic Plan, Annual Operational Plans are agreed and monitored each year.
- WSP is a company limited by guarantee and established with appropriate corporate governance policies and procedures in place.
- Annual reports are prepared.
- Staff participated in ISC training and tutor training in relevant programmes.



The Future

Waterford Sports Partnership (WSP) has made an excellent start and is well placed to build on the success to date. WSP successfully completed its 2003-2006 Strategy and was appropriately flexible in the implementation of the strategy to change approaches where necessary. Where a small number of actions were not pursued, this was generally a consequence of their lack of continued relevance or insufficient resources. Additional actions, not identified at the outset, were subsequently undertaken.

The WSP approach of delivering national programmes alongside its development of specific programmes to address local needs is appropriate and effective. We acknowledge that while some project outcomes are quantifiable there is valuable qualitative data that has not been fully recognised. A formal monitoring and evaluation system, with associated research input, needs to be put in place. It is also imperative that WSP implement a management information system that will enable meaningful reporting and effective decision making.

WSP has undertaken an effective and wide range of activities and actions. However, in order to accommodate new projects, while at the same time giving older projects ongoing support and maintenance, there may be a strain on resources that could impact on quality and level of evaluation. Part of WSP's future approach must therefore be to put in place a process which prioritises, encourages and supports self-sustaining projects. To this end, a system of Project Screening should be initiated.

In pursuing its objectives, WSP must also clearly define the resource requirements for a specific project. Feasibility Studies must be conducted and well-intentioned WSP projects that are failing to generate sufficient sports, social, or health returns, must be either re-evaluated or terminated.



WSP must also progress towards a more strategic collaborative role with other agencies if it is to deliver sustainable projects within its resources. This collaboration has the potential for WSP to share its knowledge and benefit from the experiences of others. The present positive relationship between WSP and the sports and activity community of Waterford augurs well for this more strategic approach.

The competencies developed by the Board and staff of the Partnership are additional benefits arising from its Strategic Plan 2003 – 2006. This expertise will continue to be relevant within the evolving Local Sports Partnership context. As the national roll out of local sports partnerships

continues, there has been a clearly stated requirement from the Irish Sports Council for such partnerships to be 50% self-financing. This will require a greater input from partners and stakeholders, in terms of financial and in-kind resources. To date, WSP has been the lead partner in the delivery of most programmes. Going forward, the partners need to lead and take more responsibility for programmes in order to help meet this future contribution requirement.

The Future

The environment in which WSP operates continues to evolve. The Partnership is faced with social challenges such as sedentary lifestyles, social inclusion issues, declining volunteerism, increasing obesity, new more diverse communities and changing school environments. WSP cannot tackle all of these issues on its own but, through its next strategic plan, it can try to identify ways to promote and shape positive change. WSP is now firmly established and in a position to work with its partners to influence future policy. This will support volunteers, clubs, schools and other organisations and agencies to develop higher quality, sustainable and inclusive participation in sports and physical activity in Waterford.

In short, future actions by WSP shall include:

- The continuity of its core activities
- A more strategic approach to all activities
- Baseline and monitoring research
- Additional and deeper collaboration
- Quality and sustainability as a project selection priority.

In order to achieve this strategic, collaborative and discerning approach, new procedures, skills and mindsets will be required.

Appendix 1

Programme and Resource Information

Examples of WSP 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.
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 WSP 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.
People with Disabilities 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. Failte 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

Activities and Outputs 2003-2006

The following table outlines some of the more quantifiable outcomes of the Waterford Sports Partnership Strategic Plan 2003 – 2006.

Programme	Organisations / Courses	Total Participants
Buntús Start	6 centres	34 childcare practitioners
Buntús Generic	78 primary schools	650 teachers
Buntús Soccer	61 primary schools	434 teachers
Go For Life for Older Adults		
- Basic Principles	4 courses	87 participants
- Sit Fit	3 courses	64 participants
- Better Balance	2 courses	46 participants
- Rolling & Bowling	2 courses	53 participants
- Stepping & Strolling	3 courses	70 participants
- Pitching & Tossing	2 courses	46 participants
- Going Strong	2 courses	52 participants
- PALs Skills	2 courses	45 participants
- Refresher	2 courses	56 participants
- Festivals	2 courses	109 participants
Physically Active Mums	2 courses	26 participants
Playground Markings	10 primary schools	

Workshops/Seminars	Courses	Total Attendees
Sports Capital Grants	7	209
Sports Capital Grants Drawdown	1	9
Fundraising Information	1	40
Media, Sponsorship, PR	1	23
Drug Awareness	2	22
Fluid & Fuel for Sport	1	92
Adapted Physical Activity for People with Disabilities	3	61
Childcare 'Be Active' Workshop	4	62
Coaching for Success Seminar	1	140

Appendix 2

Activities and Outputs 2003-2006

Training & Development	Courses	Total Participants
First Aid	11	205
Code of Ethics Basic Awareness	23	315
Code of Ethics Children's Officer	1	14
SAQ Foundation	5	138
SAQ Conditioning	2	44
SAQ Level 1	3	64
Assistant Swim Teacher for People with a Disability	1	13
Sports For All Leadership	1	8
Drug Awareness	2	22

Other Support and Resources
Funding provided for
• training of over 350 coaches
• the establishment of 9 new sports clubs
• development of participation initiatives in sports clubs
• training of 12 Sli na Sláinte walk leaders

Appendix 3

WSP Board of Directors and staff

Upon the establishment of the Partnership in 2002, nominations were invited from local agencies, statutory bodies/organisations, clubs and groups and a Board of Directors was put in place. Nominated board members have the capacity and experience that will enable them to take a cross-sectoral and strategic view of sport and recreational development within Waterford and are responsible for overseeing the running of the Partnership company.

WSP is 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.

We wish to acknowledge the following current and past staff and board members of Waterford Sports Partnership for their valuable contribution:

Current Members

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

Appendix 3

WSP Board of Directors and Staff

Past Members

Ms. Colette Byrne	Waterford City Development Board	Cllr. Cha O'Neill	Waterford City Council
Mr. Joe Carton	Waterford GAA Designated Area	Mr. Des Page	Waterford County Development Board
Dr. Sean Connor	Waterford Institute of Technology	Mr. Jim Power	FAS
Mr. Andrew Cox	County Waterford Community Forum	Mr. Tom Power	People with Disabilities Ireland
Ms. Orla Dempsey	People with Disabilities Ireland	Mr. Jimmy Taaffe	Waterford Leader Partnership
Mr. Neil Kelly	Sports Representative	Cllr. James Tobin	Waterford County Council
Mr. Sean Kirby	Department of Education and Science	Mr. Brian White	Waterford County Development Board
Insp. Mick Nevin	Garda Siochana	Ms. Mary Whittle	People with Disabilities Ireland
Ms. Catherine O'Loughlin	Health Service Executive South East		

Employees of the Partnership

Rosarie Kealy	Sports Co-ordinator	Peter Jones	Sports Development Officer
Jane O'Dwyer	Sports Development Officer	Karen Phelan	Administrator

Previous Employees of the Partnership

Valerie Colville	Sports Development Officer	David Lenane	Project Officer
Jacqui Freyne	Sports Development Officer		

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.

Appendix 5

Abbreviations

FAI	Football Association of Ireland	NGB	National Governing Body
FETAC	Further Education and Training Awards Council	PAMs	Physically Active Mums
IHF	Irish Heart Foundation	PAL	Physical Activity Leader
ILAM	Institute of Leisure and Amenity Management	PE	Physical Education
ISC	Irish Sports Council	VEC	Vocational Education Committee
LSP	Local Sports Partnership	WASP	Waterford Active Schools Programme
		WSP	Waterford Sports Partnership



Civic Offices | Dungarvan | Co. Waterford
T. | 058 21192 F. | 058 23110

City Hall | The Mall | Waterford
T. | 051 849855 F. | 051 844708

E. | info@waterfordsportspartnership.ie
W. | www.waterfordsportspartnership.ie

