



SOUTH TIPPERARY SPORTS PARTNERSHIP

Strategic Plan

DEVELOPING SPORT AND INCREASING PHYSICAL ACTIVITY IN SOUTH TIPPERARY

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Message from John Treacy, Irish Sports Council

The Irish Sports Council has from its establishment in 1999 been committed to the creation of a national network of Local Sports Partnerships across the country. In 2008, we will finally achieve that goal and I am delighted to see the new Sports Partnership in South Tipperary achieve a major milestone by launching its Strategic Plan.

The Council sees 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 agencies such as the HSE and Pobal. The key activities of providing information and training and delivering programmes locally have made a strong positive impact on clubs, schools and other groups in those counties that already have partnerships.

This first strategy for South Tipperary encourages activity for all regardless of their age, gender, ability or ethnic background. Indeed, this is the aim of the Irish Sports Council itself to see more people active and enjoying the benefits of sport and physical activity. Already I am aware that the partnership is delivering training and programmes to local clubs and other groups. This is something that the Council wishes to see built on in the years to come for the people of South Tipperary.

The production of this document is a testament to the effort and dedication of all the members of the partnership and of the interest and enthusiasm of the local people. I would like to thank everyone who has made a contribution to the strategy and in particular, Valerie Connolly, Sports Co-ordinator.
John Treacy

Message from the Chairperson, Fionuala McGeever

As Chairperson of South Tipperary Sport Partnership, it is my honour to present the South Tipperary Sports Partnership Strategic Plan 2007 – 2010. Our vision for South Tipperary is 'Activity for All'.

Following an extensive consultation process, this new sports strategy is aimed at increasing participation in sport, in particular addressing access to sport for the entire community and maximising the use of existing sports structures. Tipperary has a strong sporting tradition due to the enormous contribution and investment by volunteers and this plan endeavours to build on the good work carried out to date.

I acknowledge and thank the staff and Board members past/present of South Tipperary Sports Partnership for their contribution in establishing the Sports Partnership. I also thank the Irish Sports Council for their support and assistance.

This is an important initiative for South Tipperary. I am very excited to be involved and believe it has the potential to contribute to the development of South Tipperary.

Fionnuala McGeever

Message from the Co-ordinator, Valerie Connolly

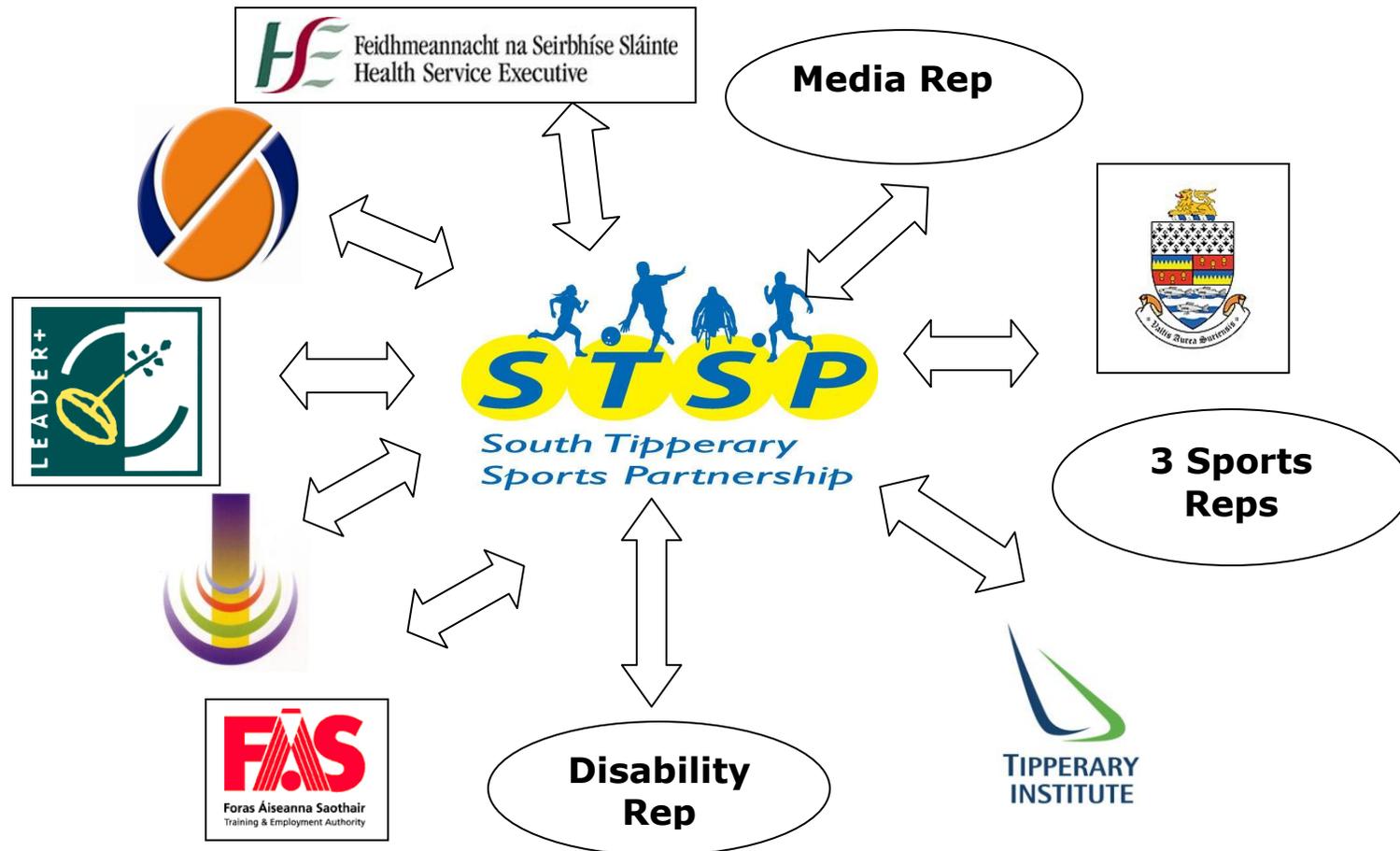
As Co-ordinator of South Tipperary Sports Partnership, it gives me great pleasure to present the first Strategic Plan for developing sport and increasing physical activity in South Tipperary. It is great to be part of a national network that is already proving to be successful in other areas. We aim to replicate the success of other Partnerships and also address the specific needs and issues in sport in South Tipperary. Sport is very close to my heart, having participated in a variety of activities since I was a child and it is great to be able to facilitate and develop Sport in my home County of Tipperary.

I would like to thank the staff Eddie Carey and Mairead Kelly, the Board members of South Tipperary Sports Partnership and their representative agencies for their support and contribution. My appreciation also goes to John Treacy and the staff at the Irish Sports Council for their guidance and advice. I would also like to thank Morgan Buckley and Elaine Fitzgerald, ASMT Ltd. for their guidance and expertise in developing this plan.

I look forward to the implementation of this plan in South Tipperary.

Valerie Connolly

Members Of The South Tipperary Sports Partnership



EXECUTIVE SUMMARY

‘Activity for All People in South Tipperary’

South Tipperary Sports Partnership is committed to ‘making a difference’ to the people of South Tipperary through supporting the development of sport and increasing participation in physical activity in the County. The Partnership comprises a combination of local agencies, sporting groups, community leaders and sports enthusiasts working together to achieve this commitment.

This strategic plan outlines the direction of the Partnership for the first phase of its existence 2007-2010, and signals the intent of the Partnership to supporting sport and increasing physical activity in South Tipperary. The success of the Partnership lies in the commitment of partner agencies and the Partnership has set out a very clear and realistic work programme and targets for the initial phase of the Partnership.

What will the Partnership do?

1. **Co-ordinate the delivery** of sport and recreation in South Tipperary.
2. **Deliver programmes** to target groups and the general population.
3. **Train and educate volunteers** and sports people.
4. **Increase opportunities** to participate in sport and physical activity.
5. **Provide information** on sport and physical activity in South Tipperary.
6. **Promote the partnership**, sport and physical activity.
7. **Secure resources** to sustain and grow the Partnership.

Priorities of the Partnership

In the first phase of the Partnership 2007-2010 it is crucial that the Partnership makes a serious impact without spreading too thinly. It is therefore important for the Partnership to be focused and realistic on what it can achieve in that period. The following key priorities have been identified as the overall priorities in the initial phase:

1. To deliver quality and sustainable programmes to target groups.
2. To promote the message of the Partnership.
3. To build an effective and sustainable Partnership.
4. To generate resources to build and sustain the Partnership.

Target Groups and Areas

The work of the Partnership focuses on reaching everyone in South Tipperary through its programmes, training, information and promotion. However a number of key groups are targeted to ensure that they are reached beyond doubt. The following population groups will be targeted by the Partnership in Phase 1 2007-2010:

1. Young people.
2. Women and teenage girls.
3. Older adults.
4. People with disability.
5. Ethnic minorities and disadvantage groups in the community.

Challenges for the Partnership

In the process of developing this plan the Partnership has identified some of the key challenges that it will face in the initial phase:

- Making an immediate impact.
- Getting a strong message out on the Partnership to everyone.
- Ensuring the Partnership activities and programmes are making a real difference, by taking a focused and targeted approach and measuring performance.
- Linking with existing networks and engaging with the local community and schools to deliver programmes.
- Providing alternative opportunities for people to participate in sport and physical activity.
- Developing the Partnership in a sustainable way, by being realistic as to what can be achieved in the initial period.
- Securing commitment and resources from local agencies.
- Delivering programmes with a 'local' focus that meet the specific needs of the population of South Tipperary.

ESTABLISHING THE SPORTS PARTNERSHIP

Overview

The South Tipperary Sports Partnership is working to lead and co-ordinate the development of sport and physical activity in the County. This plan sets out the framework for how the Partnership will function. North Tipperary has a sports partnership that has been in operation since 2004. Both Partnerships will work together to achieve the vision and goals for the County.

National Context

The Irish Sports Council established the Local Sports Partnership network in 2000 with the purpose of promoting a co-ordinated approach at local level to the sustainable development of sport. The Irish Sports Council published their new strategy **Building Sport for Life** in 2006. This strategy identified the Local Sports Partnership network as central to achieving their overall goal of leading, planning and co-ordinating the sustainable development of sport in Ireland.

Process for Establishment of the Sports Partnership and Development of the Plan

An *ad hoc* committee was initially established to lead the development of the submission to the Irish Sports Council for the granting of a Local Sports Partnership for South Tipperary. This group was led by South Tipperary VEC and the County Development Board and was supported by other key agencies. An initial plan called 'South Tipperary Sports Partnership – Strategic Plan – Developing Sport and Increasing Physical Activity in South Tipperary' was developed for submission to the Irish Sports Council. The submission was successful and the Partnership was granted in September 2006. The original *ad hoc* committee was disbanded in September 2007 and replaced with the existing Partnership.

Strategic Plan

The original strategic plan was developed in 2005, outlining the key strategic priorities of the Partnership. This plan further develops the original plan, but focuses more specifically on partnership priorities and on delivery. In order to finalise the 2007-2010 strategic plan, further consultation was conducted with the key partners and agencies, the newly established Sports Forum, and sport development officers in the region. A facilitated workshop was also conducted with the Partnership to establish a clearer focus for the strategic plan, and a detailed operational plan was developed for 2007 and 2008 in conjunction with the Partnership co-ordinator.

Partnership Structure

The STSP is driven by the contribution and support of the member agencies, who are committed to the **vision and goals** of the Partnership and to making the Partnership work in the community of South Tipperary by making a difference to the people on the ground. The STSP comprises of representation from key member agencies and from the community in South Tipperary.

BACKGROUND TO THE SOUTH TIPPERARY SPORTS PARTNERSHIP

Profile of the Region

South Tipperary is the second largest area in the South-East. The population in 2006 was 83,221 a rise of 5.2% from the 2002 figure, 50.8% of this population is was males and 49.2% females and there were 23,345 persons under the age of 18 years. Recent years have seen a population loss in peripheral areas of the county and a growth in some urban centres. There are five main population centres in the county, Tipperary Town, Cashel, Cahir, Clonmel and Carrick-on-Suir. Three of the towns are RAPID areas. South Tipperary contains not only the fertile grasslands of the Golden Vale but also the magnificent natural assets of the river Suir and the Galtee, Slievenamon and Knockmealdown mountains. Carrick-on-Suir, Tipperary town and some parts of Clonmel have been included in the RAPID (Revitalising Areas by Planning, Investment and Development) Programme. The aim of the programme is to develop new and improved services and infrastructure in 20 selected provincial towns throughout the country. Public investment under the NDP prioritises towns designated under RAPID.

South Tipperary is strategically located between two existing sports partnerships allowing for the easy sharing of resources and information between the six counties of County Cork, County Limerick, Kilkenny, Waterford, North Tipperary and South Tipperary.

Sporting History and Recent Achievements

The County has a long sporting history with many well know figures such as the Davin Brothers of Ballyneale (athletic champions and founder of the G.A.A), the Champion (Tom) Kiely (Decathlon Olympic gold medal winner, 1904, St. Louis) and Dr. Pat O'Callaghan (Olympic Gold medal winner in the hammer, 1928 & 1932). Tipperary has a very strong GAA tradition winning 9 All Ireland Football titles at different levels and over 60 All Ireland Hurling titles at all grades. Camogie is very strong in South Tipperary claiming 3 Senior All Ireland titles in a row 1999 – 2001. GAA all-stars in recent years include the hurling brothers Eoin & Paul Kelly and footballer Declan Browne. South Tipperary also boasts a number of members of the Munster and Irish Rugby Squads, Denis Leamy and Alan Quinlan who won the European Heineken Cup in 2006, Triple Crown Trophy in 2007 and represented Ireland in the 2007 Rugby World Cup. Soccer in South Tipperary is becoming increasingly strong, highlighted by the achievements of Shane Long both on the Irish Soccer team and in the English Premiership with Reading. South Tipperary does, of course, have a number of up and coming rising sports stars, not to mention our continued success and involvement in the Special Olympics.

Sporting Opportunities in South Tipperary

Sport in the County is both varied and strong with the mainstream traditions of GAA, Soccer and Rugby all well represented, as well as many others such as Hill Walking, Canoeing, and Athletics. South Tipperary is also world-renowned for its equine industry and associated sports, e.g. Coolmore Stud Farm and Ballydoyle Racing.

There is a range of quality facilities in the County, and a number of active community groups organising festivals and projects which are encouraging walking, sports activities and greater involvement in sport and physical activity.

A comprehensive Sports Directory has been developed by the Partnership and is being updated on an on-going basis. Sporting excellence is recognised, on an all-County basis, by the United Sports Panel which gives awards each year in several sports.

Key Issues in the Provision of Sport and Recreation in South Tipperary

In preparing this plan the Partnership has identified some key population trends and sport/recreation issues that have emerged in South Tipperary in recent years:

1. South Tipperary has 5 main township areas, which are reasonable in size but not very well equipped for sport and recreation.
2. The variety of alternatives for people to participate in sport and physical activity in South Tipperary is limited, especially for women and teenage girls.
3. Rural areas are becoming increasingly depopulated as opportunities for work are not readily available.
4. Young families are being forced into towns, as they cannot get planning permission in their immediate locality. Towns may not have the facilities in place to cope with the increase in population.
5. South Tipperary has an ageing population as young people leave to go to college or to major urban centres for work (e.g. Cork, Limerick, Dublin).
6. The nationwide trend of foreign nationals settling in medium-sized towns is common to South Tipperary.

The Partnership will work to address these social and sporting issues in the coming years.

SOUTH TIPPERARY SPORTS PARTNERSHIP VISION, MISSION, GOALS

Vision

Our vision for South Tipperary is:

'Activity for All'

The community of South Tipperary, regardless of age, ability and circumstance, enjoying a large variety of opportunities to participate in sport and physical activity

Mission of the South Tipperary Sports Partnership

DEVELOPING SPORT AND INCREASING PHYSICAL ACTIVITY IN SOUTH TIPPERARY

Goals

The goals of South Tipperary Sports Partnership are:

- 1. Increase levels of participation in physical activity*
- 2. Support the development of sport*
- 3. Promote the Partnership and its benefits*
- 4. Set up an effective and sustainable Partnership*

Strategic Areas

STSP will work to achieve these goals in three key areas:

Area 1: Active Living

Area 2: Sports Development

Area 3: Managing and Promoting the Partnership

Strategic Model for the Partnership

Developing Sport and Increasing Physical Activity

Active Living

- Deliver programmes to target groups
- Strengthen links with physical activity in the community
- Co-ordinate delivery of programmes through other agencies
- Increase opportunities for target groups to participate in physical activity
- Provide information on physical activity
- Promote the benefits of physical activity

Sports Development

- Deliver programmes
- Educate and train volunteers, coaches and players
- Support and develop sports clubs
- Increase opportunities to participate in sport
- Provide information on sport in South Tipperary
- Work with NGB's to implement programmes
- Facilitate cross-agency vision for facility provision

Managing and Promoting the Partnership

- Build an effective Partnership
- Effectively manage the Partnership in areas of policies and procedures, human resources, finance
- Build and sustain relationships with key stakeholders
- Market and promote the Partnership
- Communication and Information
- Monitor performance
- Policy and planning
- Raise resources to support and grow the Partnership

Key Principles and Core Values of the Partnership

The South Tipperary Sports Partnership is built on the following set of core principles and values and all Partnership initiatives represent a commitment to:

1. Making a difference to the lives of people in South Tipperary.
2. Working in partnership and sharing resources.
3. Delivering activities and programmes to include everyone in the population of South Tipperary.
4. Delivering quality programmes.
5. Commitment to constant improvement and enhancement of the Partnership and its programmes.
6. Tapping into existing networks and partnerships.

Learning from Experience

Learning from the experience of, and incorporating lessons from, established Partnerships is crucial to getting off to a good start for the Partnership. A number of sports partnerships have already completed the phases of planning and preparation, start-up, delivery of training and programmes, and managing growth and capacity. Each phase has its own challenges and a lot can be gained by sharing experiences with neighbouring Partnerships in Cork, Waterford, North Tipperary, Kilkenny and Limerick. The STSP will aim to build strong, working relationships with these Partnerships.

Measuring Performance

The STSP has identified that ensuring the Partnership is successful and effective in delivering its programmes is a priority and a core principle of the organisation. The Partnership is committed to ensuring that each initiative and programme delivered by the Partnership is monitored for effectiveness and is measured both quantitatively and qualitatively. Two key questions form the basis of the monitoring:

'Is the STSP actually making a difference?'

'Is each programme achieving what it is set out to?'

The Partnership will establish itself as a leading partner in pursuing this form of performance measurement. The Partnership will need to be highly disciplined in ensuring that it balances the delivery and measurement by effective and careful advance planning to avoid putting additional pressure on already limited resources. The Partnership will implement the Irish Sports Council Speak System, to assist in monitoring the programme. The key performance indicators which the STSP will apply to measure progress are:

<p>Participation</p> <ul style="list-style-type: none"> ▪ Number of programmes delivered ▪ Number and percentage of people involved from each target group ▪ Number of schools involved in STSP programmes ▪ Frequency of participation in STSP programmes ▪ Growth in the number and membership of clubs ▪ Links between participation in programmes and membership of clubs and groups 	<p>Training</p> <ul style="list-style-type: none"> ▪ Numbers of trained and active teachers, coaches, leaders and volunteers ▪ Number of courses delivered ▪ Quality of courses delivered
<p>Profile</p> <ul style="list-style-type: none"> ▪ Local awareness of the Partnership ▪ Hits on the website ▪ Number of media opportunities delivered (radio, newspapers, presentations and internet broadcasts) 	<p>Management of Partnership</p> <ul style="list-style-type: none"> ▪ Plans established and delivered ▪ Effective management of budget ▪ Effectiveness of the Partnership and programmes
<p>Resources</p> <ul style="list-style-type: none"> ▪ Financial resources raised by the partnership ▪ Investment in programmes and activities of the partnership ▪ Number of people working and involved in operating STSP programmes and activities 	

Strategic Area 1 - Active Living

ACTIVE LIVING STRATEGIES

Overview

'Activity for All'

Active Living is about making more people aware of the benefits of physical activity and health and getting more people involved in physical activity. The focus of the Partnership will be on delivering programmes and getting the message out to the key target groups which are young children, older adults, women and teenage girls, and all people not already involved in regular activity. The term 'active living' is used worldwide by sporting and health promotion agencies to focus on getting more people physically active.

Delivery of well-structured, simple programmes and advice is the best way to get more people active. The Partnership will be the catalyst for ensuring that effective programmes are being delivered in South Tipperary in conjunction with the partner agencies in health, education, sporting agencies and local community groups.

Goals

The STSP partnership aims to achieve the following:

1. Increase opportunities for people of all ages to participate in physical activity in South Tipperary

Strategies

STSP will:

- 1 Manage and deliver physical activity programmes to targeted groups.
- 2 Work in partnership with local agencies to deliver programmes.
- 3 Provide training to volunteers in the community.
- 4 Work with national and local agencies to identify new opportunities to promote physical activity.
- 5 Promote the benefits of physical activity and good health.

Target Groups

The STSP will prioritise the following target groups in the Active Living Strategy:

1. Young people
2. Women and Teenage Girls
3. Older Adults
4. People with Disability
5. Ethnic minorities and disadvantaged groups in the community

Active Living Programmes

STSP will deliver the following programmes in conjunction with partner agencies to increase physical activity in South Tipperary:

1. Buntús
2. School-based Health Promotion Programmes
3. Girls Active Programmes
4. Women in Sport Initiatives
5. Active Leadership
6. Older Adults Activity
7. Disability Initiatives
8. Walking Programmes
9. Social Inclusion Initiatives
10. Health Enhancing Initiatives
11. Work Place Physical Activity Programme

Implementation

The Active Living Strategy will be implemented through the delivery of a range of STSP programmes and other programmes delivered in partnership with local agencies such as the HSE and the Irish Heart Foundation. Schools and established community networks will also play a crucial role in the delivery of the Active Living Strategy. The STSP will tap into existing and organised networks on the ground to gain access to the Target Groups and the people of South Tipperary and will deliver a range of programmes, information and support to these groups.

Measuring Performance

The Partnership will measure the progress and effectiveness of the Active Living Programme using the following measures:

Participation	Training
<ul style="list-style-type: none"> ▪ Number of programmes delivered ▪ Numbers and percentage of people involved in STSP programmes ▪ Frequency of participation in sport and physical activity ▪ Number and percentage of people involved from each target group ▪ Number of schools involved 	<ul style="list-style-type: none"> ▪ Numbers of trained and active leaders and volunteers ▪ Number of teachers trained ▪ Number of courses delivered ▪ Quality of courses delivered

Strategic Area 2 - Sport Development

SPORT DEVELOPMENT STRATEGIES

Introduction

There is a great sporting tradition in South Tipperary, and there are a large number of highly active and successful clubs. However at the consultation stage it was identified that clubs would welcome support and assistance in developing their clubs, volunteers and sports people. The Sports Partnership will not duplicate activities already in place, they will facilitate and support the ongoing development of existing clubs and facilitate the creation of alternative options to participate. The key focus will be to work with the National Governing Bodies and their Provincial and County-Boards, Committees/Associations to ensure that NGB programmes and services are being delivered to clubs and volunteers in South Tipperary. Linking with existing national and regional sports development officers, coaches and key personnel in sporting bodies is also a priority.

The Sports Partnership will provide training and education, information and support to sports clubs, volunteers and officials, coaches and players and athletes.

Goal

The South Tipperary Sports Partnership aims to achieve the following:

2. Support the development of sport

Strategies

STSP will:

- 1 Support clubs in their development.
- 2 Provide education and training to officials, volunteers, clubs and coaches.
- 3 Work with National Governing Bodies and sports development personnel to deliver their programmes in South Tipperary.
- 4 Provide access to ongoing information on sports clubs and sporting activities to the sporting and general population in South Tipperary.
- 5 Provide information to clubs on funding and facility development, and other relevant issues.
- 6 Facilitate the development of a cross-agency vision for facility development in South Tipperary.

Main Target Groups

The main target groups for sport development in first phase of the strategy are:

1. Sports Clubs
2. Volunteers, Coaches and Players

Sports Development and Training Programmes

The Partnership consulted with clubs, volunteers, sports leaders, coaches, parents, players and athletes in the County to identify and establish their needs. The Partnership has secured access to a number of programmes through NGB's and the Irish Sports Council for immediate implementation. The Partnership will continue to identify alternative and additional programmes to implement in South Tipperary. STSP will deliver the following programmes in conjunction with partner agencies to develop sport in South Tipperary:

1. Code of Ethics Training Programme
2. Coach and Volunteer Development Programme
3. Coaching and Development Funding Programme
4. Club Development Programme
5. Sport Information Programme
6. NGB Programme
7. Sports Forum
8. Sport Facilities Programme
9. Capital Grant Information Programme

Full details of the above programmes can be found in the appendix.

Implementation

STSP will work mainly with the National Governing Bodies of sports, sports clubs, the sports forum and other existing networks in the implementation of the sport development strategy. The Partnership will work together with a growing number of local sports-specific development officers, clubs and associations to plan for and strengthen the delivery of sport and sporting initiatives. The STSP team will work to deliver programmes, training and provide information to sports clubs and volunteers. A key role of the Partnership is to facilitate the promotion of effective school/club/community links.

Measuring Performance

The Partnership will measure the progress and effectiveness of the Sport Development Programme using the following measures:

Participation	Training
<ul style="list-style-type: none">▪ Number of programmes delivered▪ Frequency of participation in sport▪ Growth in the number and membership of clubs▪ Standard of clubs and quality of club programmes▪ Links between participation in programmes and membership of clubs and groups	<ul style="list-style-type: none">▪ Number of trained volunteers, officials, and coaches▪ Number of active volunteers, officials, and coaches▪ Number of courses delivered

Strategic Area 3 - MANAGING AND PROMOTING THE PARTNERSHIP

MANAGING AND PROMOTING THE PARTNERSHIP

Overview

The key to the success of the South Tipperary Sports Partnership will be the commitment demonstrated by local agencies and the community. This commitment has already been confirmed by the agencies in the determination and resolve shown in the lengthy process of being awarded Partnership status by the Irish Sports Council. A dynamic group of individuals from a broad range of backgrounds, skills and areas of interest in sport and physical activity has been appointed to the STSP. This group is the foundation for the Partnership in leading the way and setting the policy for the development of sport and physical activity in the region.

The primary goal of the STSP is to establish an **effective structure for operating the partnership in conjunction with the South Tipperary County Development Board**. The Partnership must be realistic in the initial stages as to what **results it can achieve** in a limited time frame, with limited resources. The Partnership is committed to being extremely focused on what it will try to achieve in the first phase of the partnership and to close monitoring of the effectiveness of the partnership programmes and initiatives to ensure quality underlies each aspect of the Partnership.

The STSP is committed to **getting the word out** on the Partnership to the people of South Tipperary as a priority. The Partnership will also focus on **building relationships** with all key stakeholders in the community. The success of the Partnership depends on the commitment of local agencies, and building strong relations with partner agencies will strengthen this commitment.

Finally, the future and the sustainability of the STSP is dependent upon the resources generated to support the Partnership in the medium and long term. The Irish Sports Council is committed to supporting the Local Sports Partnership initiative in the short term. However, in the long term the onus is on Partnerships to move towards becoming self-sufficient. If the Partnership is to develop and grow and really make a difference to the people of South Tipperary, significant resources will need to be generated.

Goals

The STSP partnership aims to achieve the following:

- 3. Promote the Partnership and its benefits*
- 4. Set up an effective and sustainable Partnership*

Strategies

STSP will:

1. Set up structures including effective systems, policies and procedures to ensure the Partnership functions effectively.
2. Produce and oversee the implementation of an effective annual operation plan to implement the strategic plan.
3. Provide training for members of the Partnership and staff.
4. Market and promote the Partnership to get the message out.
5. Build and manage relationships with stakeholders, member agencies, and other organisations.
6. Pursue all potential sources of finance and resources.

Managing and Promoting the Partnership Programmes

STSP will deliver the following programmes to manage and promote the Partnership in South Tipperary:

1. Partnership Development Programme
2. Management of the Partnership
3. Building and Sustaining Relationships
4. Programme Management and Monitoring
5. Promoting the Partnership
6. IT, Communications and Information
7. Research
8. Revenue and Resources

Measuring Performance

The following measures will be monitored on an ongoing basis to establish the effectiveness of the management and promotion of the Partnership:

<p>Resources</p> <ul style="list-style-type: none"> ▪ Financial resources raised by the partnership ▪ In-kind resources raised by the partnership ▪ Number of people working and involved in operating STSP programmes and activities 	<p>Monitoring Effectiveness</p> <ul style="list-style-type: none"> ▪ Effectiveness of Partnership ▪ Performance of staff members ▪ Successful implementation of plans ▪ Quality of programmes and initiatives delivered ▪ Quality of training courses
<p>Profile</p> <ul style="list-style-type: none"> ▪ Local awareness of the Partnership ▪ Hits on the website ▪ Number of media opportunities delivered ▪ Brand established for STSP ▪ Brand awareness in South Tipperary 	<p>Management of Partnership</p> <ul style="list-style-type: none"> ▪ Partnership established ▪ Strategic Plan established and launched ▪ Annual operational plans developed, delivered and reviewed ▪ Plans delivered within budget ▪ Clear policies, systems and procedures in place for the Partnership ▪ Clear reporting framework in place

APPENDIX 1 – SOUTH TIPPERARY SPORTS PARTNERSHIP PROGRAMMES

Sports Development Programmes

Programme Area	Details	Target Groups	Lead Agency & Support Agency
1. Code of Ethics Training Programme	<i>Providing training on Code of Ethics and good practice in children's sport in order to provide a safe and enjoyable environment for children to participate. This includes child welfare training, children's and designated officer training</i>	<i>Volunteers, Coaches, Officials</i>	<i>STSP, ISC, HSE, NGB's, Sport Providers</i>
2. Coach and Volunteer Development Programme	<i>Delivery of a range of sport specific and generic information seminars and training to coaches to help enhance skills, e.g. SAQ, First Aid, accredited coaching courses and other performance-related workshops and seminars</i>	<i>Coaches & Volunteers</i>	<i>STSP, Sport Providers</i>
3. Coaching and Development Funding Programme	<i>The partnership will develop a grant scheme to support coaching and the development of sport and sports clubs</i>	<i>Clubs</i>	<i>STSP, ISC, Sport Providers</i>
4. Club Development Programme	<i>Support for clubs to assist in enhancing how they operate and the services provided to members through seminars, information resources and workshops</i>	<i>Clubs</i>	<i>STSP, Sport Providers</i>
5. Sport Information Programme	<i>Providing information to the general population and sports people on sport and sporting opportunities in South Tipperary through the development of sport information directories, the STSP website and other resources</i>	<i>General Population</i>	<i>STSP,</i>

6. NGB Programme	<i>Facilitation and coordination of NGB sport development programmes in South Tipperary through the delivery of a broad range of multi sport and sport specific programmes by Regional Development Officers</i>	<i>Sports Leader, players & athletes, and target groups</i>	<i>NGB's & STSP</i>
7. Sports Forum	<i>Establishment of a sports forum to facilitate the development of sport in South Tipperary</i>	<i>Sports Clubs</i>	<i>STSP & South Tipperary Community and Voluntary Forum</i>
8. Sports Facilities Programme	<i>Support the completion of a Countywide facility audit Promotion of greater usage and sharing of existing facilities including enhanced marketing, programming and partnership approach to usage Facilitation of the adoption of an integrated community-wide vision for the provision of facilities in South Tipperary</i>	<i>Sports Clubs</i>	<i>STSP, South Tipperary Co. Co., Sport Providers</i>
9. Capital Grant Information Programme	<i>Provision of support for sports clubs in applying for funding under Capital Grants and South Tipperary Amenity and Recreation Grant fund, to ensure a co-ordinated approach to facility provision.</i>	<i>Sports Club, Community Organisations,</i>	<i>STSP, DAST</i>

Active Living Programmes

Programme Area	Details	Target Groups	Lead Agency & Support Agency
1. Buntús	<i>Providing an introduction to sport and activity for young people through schools and play groups including Buntús Start, Buntús Play and Buntús Sport, and NGB Buntús</i>	<i>Schools, Playgroups & Young People</i>	<i>STSP, ISC, NGB's Childcare Committee Schools, Playgroups</i>
2. School-based Health Promotion Programmes	<i>School- based programmes to promote health and activity through quality play and health- based initiatives such as Playground Markings, Healthy Lunches, and Bizzy Breaks and other health promotion initiatives</i>	<i>Schools & Young People</i>	<i>HSE, IHF, STSP</i>
3. Girls Active	<i>Promoting increased activity for teenage girls in a targeted secondary school initiative</i>	<i>Teenage Girls</i>	<i>STSP, ISC, HSE, Secondary Schools</i>
4. Women in Sport Initiatives	<i>Providing opportunities to increase participation of women in sport through providing alternative opportunities and developing specific programmes</i>	<i>Women & Teenage Girls</i>	<i>STSP, ISC, HSE, VEC & Community Groups/Organisation</i>
5. Active Leadership	<i>Providing leadership training for leaders in the delivery of physical activity in the community</i>	<i>All</i>	<i>STSP</i>
6. Older Adults Activity	<i>Delivery of programmes for older adults to get them more active such as 'Go for Life', PALS workshop, where training is provided for people in active retirement, to lead peers and others in the community into more physical activity</i>	<i>Older Adults</i>	<i>STSP & Age and Opportunity, HSE</i>

Programme Area	Details	Target Groups	Lead Agency & Support Agency
7. Disability Initiatives	<i>Delivery of adapted physical activity programmes for people with disabilities such as APA and Adapted Buntús</i>	<i>People with Disabilities</i>	<i>STSP, Disability Groups</i>
8. Walking Programmes	<i>Providing targeted initiatives to increase participation in walking including: slí na slainte promotion and walking for health workshops</i>	<i>All</i>	<i>IHF, STSP</i>
9. Social Inclusion Initiatives	<i>Developing and delivering programmes to promote activity and increased access to participation among people experiencing social exclusion.</i>	<i>Minority and Disadvantaged Groups</i>	<i>STSP, Community Organisations</i>
10. Health Enhancing Initiatives	<i>Promote and support campaigns or programmes which communicate the benefits of involvement in physical activity and health in South Tipperary.</i>	<i>All</i>	<i>IHF, HSE, STSP</i>
11. Work place physical programme	<i>A programme pilot aimed at increasing physical activity in the work place</i>	<i>Middle- aged men and women</i>	<i>STSP, IHF, HSE, Workplaces</i>

Managing and Promoting the Partnership Programmes

Programme	Description	Target Groups	Lead Agency & Support Agency
1. Partnership Development Programme	<p><i>Establishment of fully operational structure including systems, policies and procedures</i></p> <p><i>Enhance the skills of the members through the provision of training</i></p> <p><i>Monitor effectiveness of the Partnership on on-going basis</i></p>	<i>Partnership</i>	<i>STSP</i>
2. Management of the Partnership	<p><i>Promote effective management of programmes and the Partnership through the development of an annual operational plan, on-going strategic planning and management and sound management procedures in the areas of human resources, finance and other areas</i></p>	<i>Partnership</i>	<i>STSP</i>
3. Building and Sustaining Relationships	<p><i>Actively pursue enhancement of working relationship with partner agencies, through team building events, on-going provision of information and feedback and one- on- one and group meetings</i></p> <p><i>Promote excellent working relationships with other sports partnerships to help gain experience from lessons previously learned and joint ventures on programmes and projects</i></p> <p><i>Excellent working relationships with key stakeholders and the corporate world in South Tipperary</i></p>	<i>Other agencies, stakeholders, corporate community, NGB's, sporting organisations</i>	<i>STSP, Key Agencies & Stakeholders, NGBs, Sport Providers, Corporate Community, Community Groups</i>
4. Programme Management and Monitoring	<p><i>Emergence of best practice programmes and projects within the SOUTH TIPPERARY SPORTS PARTNERSHIP through research, on-going review and monitoring of programmes. The programme will be monitored primarily by ISC Speak programme as well as clearly identified qualitative monitoring procedures</i></p>	<i>Partnership</i>	<i>STSP, ISC</i>

Programme	Description	Target Groups	Lead Agency & Support Agency
5. Promoting the Partnership	<i>Promoting the partnership and what it does through a widespread awareness programme, through PR, marketing, and branding of the Partnership</i>	<i>All people in South Tipperary</i>	<i>STSP</i>
6. IT, Communications and Information	<i>Application and use of cutting edge information systems and databases to ensure the effective information gathering and operation of the Partnership Getting the message out to the people of South Tipperary through the use of information technology and communication networks</i>	<i>Partnership</i>	<i>STSP</i>
7. Research	<i>On-going research carried out by the Partnership as required in the areas of programme provision, monitoring effectiveness and best practice.</i>		<i>STSP</i>
8. Revenue and Resources	<i>Development of plan to enhance the revenue of South Tipperary Sports Partnership, and the resources available to the Partnership, to ensure the long-term sustainability.</i>	<i>Local and National Agencies and Corporate world</i>	<i>STSP, ISC, Local & National Agencies/ Organisations, Corporate Organisations</i>

APPENDIX 2 – SOUTH TIPPERARY SPORTS PARTNERSHIP BOARD

Upon establishment of South Tipperary Sports Partnership, nominations were invited from local agencies, statutory bodies/organisations, clubs and groups for the Partnership and subsequently 15 members were selected. The current Partnership consists of the following members:

- Fionuala McGeever, South Tipperary VEC Chairperson
- Cllr. Susan Meagher, Elected Representative Vice-Chairperson
- Monica Anglim, Community and Voluntary Forum
- Michael Butler, Indoor Sports Representative
- Trisha Cahill, Disability Representative
- Isabelle Cambie, Tipperary Leader
- Pdraig Culbert, Tipperary Institute
- Cllr. Michael Fitzgerald, Elected Representative
- Libby Grogan, Field Sports Representative
- Pat Holland, South Tipperary County Council
- Liam O'Brien, FÁS
- Hilda O'Neill, Health Service Executive
- Niall O'Sullivan, Outdoor Sports Representative
- Martin Quinn, Media Representative
- Emby Walsh, Community Games

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Glossary of Terms

Sport and Physical Activity

South Tipperary Sports Partnership has adopted the following definition of Sports and Physical activity, which represents physical activity in its broadest sense, being as much 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 of obtaining results in competition at all levels'

Abbreviations

ARA Active Retirement Association

HSE Health Service Executive

IHF Irish Heart Foundation

ISC Irish Sports Council

LSP Local Sports Partnership

PAL Physical Activity Leader

VEC Vocational Education Committee

STSP South Tipperary Sports Partnership