



County Cork Local Sports Partnership Ltd.

Strategic Plan

2009 - 2011

"More people taking part in more sport and physical activity for life"

Acknowledgment.

The Board to the County Cork Local Sports Partnership wish to acknowledge the input of current and past Directors and staff members, partner agency employees, tutors, volunteers, clubs and community organisations to the work of the Sports Partnership since its establishment in 2002.

The Board would like to highlight the very significant support of Mr. John Treacy, CEO of the Irish Sports Council, and his staff, for their ongoing support of the Sports Partnership.

A special thanks also to Mr. Humphrey Murphy of Irish Leisure Consultants who facilitated the strategic planning process and the drafting of this document.

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Forewords

John Treacy, Chief Executive, 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 finally achieved that goal. In large part, the fantastic achievements of our original Local Sports Partnerships ensured that we received the approval of Government to complete the network. County Cork Local Sports Partnership has played its part in contributing to efforts to increase participation and get more people active in sport.

As a result, the Local Sports Partnership network is now regarded 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 communities in County Cork.

This strategy builds on the positive work achieved to date in the county and clearly defines the role of the Partnership in encouraging activity for all. Indeed, this ties in with the Irish Sports Council's desire to have more people active and enjoying the benefits of sport and physical activity. The Council is committed to seeing County Cork Local Sports Partnership delivering high quality information, training and programmes for many years to come.

The production of this new strategy recognises the hard work and enthusiasm that went into making the first strategic plan a success. It aims to build on the significant progress achieved over the five year period of the first strategy by identifying the work still to do and those who will support the Partnership in delivering. I would like to thank all those who contributed to the strategy process and I wish everybody involved in the County Cork Local Sports Partnership all the best for the future.

Shirley O'Shea, Chair, County Cork Local Sports Partnership.

The publication of this strategic plan is a significant and important step in promoting sport and physical activity for the people of County Cork. Despite the overwhelming evidence of the benefits of an active lifestyle, many of the population are not adequately active.

Participation in sport and physical activity provides social, health, economic and environmental benefits for the county, however we recognise that action needs to occur at all levels with all sectors of the community and the County Cork Local Sports Partnership is committed to working towards achieving this aim.

This plan has been developed following an extensive consultation and review process of the 2003 –2008 strategic plan. A lot of learning has taken place; through this we have identified five key strategic areas increased participation; sports development; SportsAbility; structures, systems and staff; and managing our future.

The translation of these strategic areas into action presents an opportunity for shared vision, a framework for action and a basis for co-ordinated response of all agencies, organisations and stakeholders to create a sustainable environment that support opportunities to participate in sport and activity.

I challenge you to consider how you or your organisation might contribute to this important effort and invite you to identify opportunities for partnerships to help deliver our goal of *"More people taking part in more sport and physical activity for life"*.

Ciarán Ó hlarnáin, Acting Partnership Manager, County Cork Local Sports Partnership

I am pleased to welcome the publication of this the second strategic plan for the Co. Cork Local Sports Partnership and thank all who generously gave up their time to contribute to the process of developing this new plan.

The document builds on the momentum of the excellent work undertaken by the Sports Partnership since its establishment in 2002 and provides a clear direction of the work to be undertaken in the coming years to increase participation in sport and physical activity in Co. Cork.

The outcome is a document that cements the local community, sports clubs and national governing bodies at the heart of the work of the Sports Partnership in the short to medium term. The document specifically emphasises the coordination of programmes in partnership with the community, voluntary groups and sports clubs and which meet the specific needs and requirements of that community.

The success of the County Cork Local Sports Partnership to date could not have been achieved without the input, dedication and energy of a vast number of people. To all the parents, teachers, coaches, volunteers, tutors, community representatives and partner agency employees your contribution is very much appreciated.

A special thanks to Mr. John Treacy and the staff of the Irish Sports Council for their support throughout, and in particular their continued commitment to the Local Sports Partnership Network. A special mention also to all my colleagues throughout the LSP network.

Finally I would like to especially acknowledge the huge contribution of the Directors and staff of the Sports Partnership, past and present. Your outstanding dedication and commitment to the vision of the Sports Partnership is to your credit and the long term benefit of the people of Co. Cork.

Executive Summary

The Local Sports Partnership initiative is central to the delivery of the Irish Sports Council's mission to plan lead and coordinate the sustainable development of recreational sport in Ireland.

The key tasks of the LSPs are to:

- Create and implement plans for long term local sports development
- Establish a sustainable structure to assist all those involved in local sports development to face the associated challenges
- Deliver projects and programmes particularly for target groups
- Establish networks at local level and liaise with existing initiatives.

The County Cork Local Sports Partnership was established in January 2002. Our first Strategic Plan "Taking Action Getting Active", launched in November 2003, guided our actions up to 2008. The purpose of the following strategic plan is to identify our direction and focus from 2009 to 2011.

This Plan has been informed by a process of consultation and a review of the actions of the Sports Partnership for the period 2003 to 2008. The review identified that the Sports Partnership has provided many worthwhile and effective programs targeting increased participation in sports in County Cork. However given the significant population of the County and its geographic span, the review has identified that it is not possible for the Sports Partnership to be "all things to all people".

While we recognise the potential and value of our many high level athletes, the Sports Partnership role is to increase the numbers participating in sports and physical activity as part of their lifestyle.

"More people taking part in more sport and physical activity for life."

The Sports Partnership will lead, coordinate and respond to the needs of individuals who wish to become more active in sports and physical activity and support those clubs, volunteers, coaches and organisations who make this possible.

As our resources are finite we must focus our activities on those groups with the greatest needs and desire to participate. The Sports Partnership will work for all sectors of our population but with specific focus on those individuals and communities with a desire and a commitment to be more active. In addition we will explore our common links and approaches with our colleagues in the Cork City Local Sports Partnership.

Finally, our staff and Board have a wide range of experience and skills in developing sports and physical activity opportunities. The Sports Partnership staff and Board will work strategically with other agencies and individuals to pool our resources in order to meet common objectives. We will identify, cooperate, direct and support the facilities, individuals and organisations that have the capacity to deliver high quality sports and physical experiences to our community.

Summary of Strategic Areas – Key Indicators

“Sports means all forms of physical activity which, through casual or organised participation, aims at expressing or improving physical fitness and mental well-being forming social relationships or obtaining results in competition in all levels¹ .”

Strategic Area 1 Increased Participation

More people taking part in more activities for life.

- ◆ Guide & support Active Communities
- ◆ Negotiate Community activity programs
- ◆ Targeting specific groups & participation numbers
- ◆ Active Community support grants
- ◆ Preschool and Primary School activity support

Strategic Area 3 Sports Ability

Create opportunities for people with a disability to participate in sport and exercise..

- ◆ Increased opportunities and participation
- ◆ Establish clubs for people with disabilities
- ◆ Annual activity program
- ◆ Strengthen links with relevant agencies
- ◆ A comprehensive database of individuals & opportunities's
- ◆ Volunteer training program

Strategic Area 5 Structures Systems & Staff

Strengthening our operating systems & structures.

- ◆ Update our operating procedures and IT
- ◆ Staff performance review and training
- ◆ Amend the Board structure
- ◆ Implement a formal induction processes
- ◆ Formal partner agreements.

Strategic Area 2 Sports Development

Supporting others who are making lifelong participation possible.

- ◆ Sports Governing Body links
- ◆ Coordinate commercial provider involvement
- ◆ Support clubs through a grant scheme
- ◆ Coordinate Sports Open Days
- ◆ Create and manage a summer camp online registry
- ◆ One new minority sport club each year

Strategic Area 4 Managing our Future

Measuring our impact, communicating & sustaining the LSP.

- ◆ Develop & implement a research evaluation program
- ◆ Develop and deliver a communications strategy & budget
- ◆ 50% self financing target.

¹ Council of Europe definition of sport.

About The County Cork Local Sports Partnership.

Structure²:

The County Cork Local Sports Partnership is a limited company with a Board of eighteen Directors and a staff of six (see Appendix 1):

- A Partnership Manager
- Two Sports Development Officers
- A Sports Inclusion Development Officer
- A Trails Coordinator and an
- Office Administrator

We receive the majority of our funding from the Irish Sports Council and partner agencies (see overleaf).

Our Mission

To lead and coordinate the development of sport and physical activity in County Cork in partnership with local agencies, sporting organisations and local communities.

Our Vision.

More people taking part in more sport and physical activity for life.

Core Target Group.

People in County Cork that do not undertake physical activity.

Guiding principals

In order to reach our vision we will:

- focus on providing quality and sustainable sport and physical activity experiences;
- strategically allocate our limited resources to ensure greatest impact;
- be guided by the recreation aspects of the Lifelong Involvement in Sports and Physical Activity model (LISPA) and the “Stages of Change” model;
- respond to individual sports and physical activity needs;
- plan our internal and external communications;
- undertake baseline and follow up research;
- empower volunteers to coordinate programmes at community level;
- assist clubs and other organisations to provide quality recreation provision.

How does the Partnership operate?

We:

- Identify organisations and individuals active in sport and physical activity in County Cork and work with them to share resources and expertise to maximise quality sports and physical activity opportunities.
- Assist others to deliver appropriate sport and physical activity programs.
- Make ourselves and others aware of relevant changing trends and research.
- Assist others to grow through volunteer training, member recruitment and the promotion of their activities.

² January 2009.

Our Partners.

Irish Sports Council



An Garda Síochána



Cork County Council



Co Cork VEC



Cork County Development Board



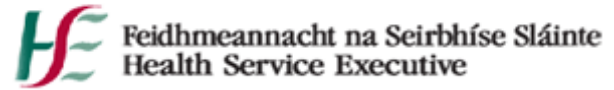
Cork Institute of Technology



**Community and Voluntary
Forum**



HSE Southern Area



Mountaineering Ireland



**Cork Indoor Sports
Association**

**Irish Primary Principals
Network**

PE Association of Ireland

Strategic Review.

In mid 2008 we undertook a review of our first Strategic Plan which identified where and how we made a difference and the changes we need to undertake to continue to be effective.

Making a difference – the key indicators.

- Since 2003 we have delivered programmes and initiatives which have targeted the following groups: pre-school children, primary school children, youth at risk, women, people with a disability, older adults, coaches, clubs and their members, teachers, volunteers, community organisations and groups.
- The Buntús generic program has been delivered to 309 primary schools with over 1,900 teachers and attended by in excess of 36,000 pupils.
- We have revisited over 200 of the above 309 schools to deliver the Buntús Refresher programme while primary schools in the county have also been the recipients of Buntús Soccer, Basketball and Badminton.
- Over 60 pre-schools have received the Buntús Start program to date
- To date over 870 club members have participated on our Code of Ethics courses
- In excess of 700 coaches have attended our SAQ courses while approximately 180 people attended our coaching conferences in 2005 and 2006
- We have delivered three SportsAbility days and the first Sports Open Days was held in Mallow in September 2008
- 4 Active Communities have been established in Carrigaline, Fermoy, Mallow and Midleton.
- To date 151 sports clubs and community organisations have received in excess of €200,000 under the Sports Partnership's Sports and Physical Activity Grants Scheme and the Dormant Accounts Disadvantaged Youth scheme.
- Community organisations have received in excess of €60,000 under the Women in Sports and Challenge Funding grant schemes
- Approximately 40,000 newsletters have been circulated and a web site launched
- Staff numbers have increased from one in 2002 to six at end 2008.

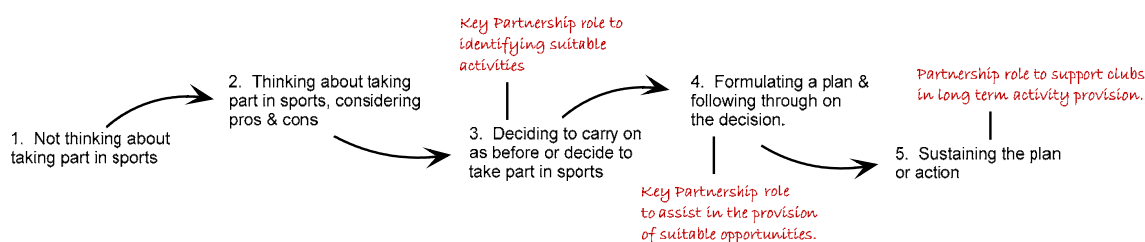
What we will change.

In the review of the 2003 – 2008 Strategic Plan, we identified that it is not possible for the Partnership to have a sustained impact in all areas, across all sports and amongst all people in County Cork. The review identified that in order to make best use of our resources and have a lasting impact we must:

- Increase sport and physical activity participation, not sports performance.
- Generate a sustained impact on specific target groups and communities, rather than have a fleeting contact across the County.
- Identify and work with those who will benefit most from our actions.
- Coordinate others in the delivery of sport and physical activity.
- Capture more of the skills and experience of our Board, network and staff.
- Influence, work with, deliver for and support the sport and physical activity objectives of other relevant organisations and agencies in County Cork.
- Not just make a difference but also measure that difference.
- Make more people aware of who we are and what we are doing.
- Grow.

The Future.

As a consequence of the Strategic Review we recognise that supporting sustained participation in sport and physical activity is the target, not temporary or ad-hoc participation. We are aware that for individuals to make sustained changes in their lifestyle they go through a series of stages. The Partnership has different roles during these stages, such as creating awareness of activity choices, providing activity samples and supporting long term quality provision of sports and activities.



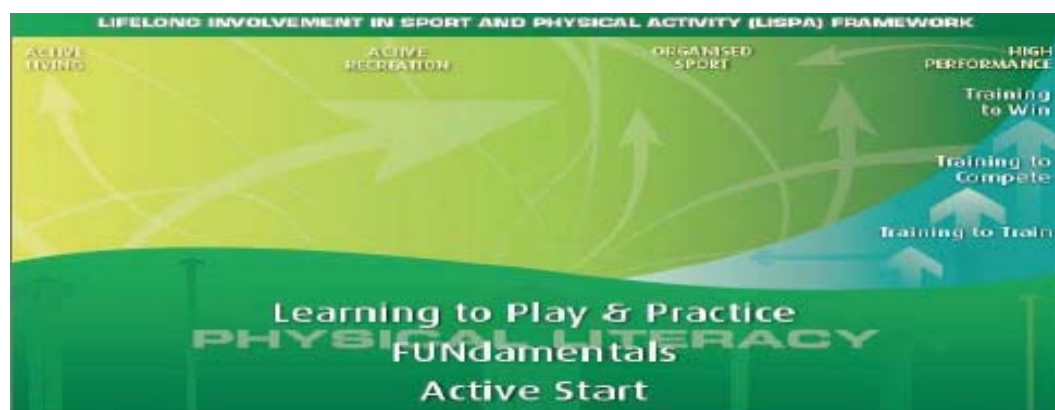
As part of our Strategic Planning process for 2008 – 2011 we identified our core beliefs.

We believe

- that sport and physical activity should be available for everyone at every stage of their life.
- that clubs provide good opportunities for a quality and sustained involvement in sport and physical activity.
- everyone is different and that no one sports, activity or club structure suits everyone.
- taking part in sport and physical activity, especially with others, is part of a healthy and more fulfilling life.
- that people have different needs for each stage of their involvement in sport and physical activity.

We know that given the size of County Cork and our population we cannot interact directly with everyone, rather we will focus on those with fewer opportunities to participate and those with the lowest participation rates.

In undertaking our work we are guided by the Long-term Involvement in Sport and physical activity (LISPA) model as identified by Coaching Ireland.



In particular the County Cork Local Sports Partnership actions are guided by the Participation aspects of the LISPA Model;

- Active Start
- FUNdamentals
- Learning to Play and Practise
- Active Living
- Active Participation
- Organised Sport

Strategic Area 1 - Increased Participation

More people, taking part in more activities throughout their life.

The work of the Partnership is focused on increasing sports and physical activity within communities in County Cork. Our approach will be to work alongside communities with a desire and a commitment to be more active. Within these communities we will target people who do not participate in physical activity in partnership with community representatives, organisations and clubs.

We also recognise the importance of instilling an active lifestyle at a young age and we will continue to support sports and physical activities in all pre-schools and primary schools in the County.

Individual participants in sports and physical activity can benefit from group contact, we will continue to support the Meet and Train initiative and the Go For Life programme whereby individuals can opt into group activities.



Active Communities

The Active Communities approach involves the Sports Partnership supporting communities in Cork in the development and delivery of activity programs and initiatives.

“International evidence shows some policies are effective at increasing participation, the front runners are community campaigns and events, getting social groups involved, individual activity programs, linking local facilities with outreach work.”³

A community based campaign provides the opportunity to be more cost effective than a county wide “scatter gun” approach.

Active Communities will be identified according to the following criteria:

- Evidence of need: where can we make the most difference?
- A community which demonstrates an interest and commitment to this opportunity
- The availability of community leaders to work with the Partnership
- Availability of sports and physical activity facilities
- The likely capacity of the community to take responsibility and control of the program.

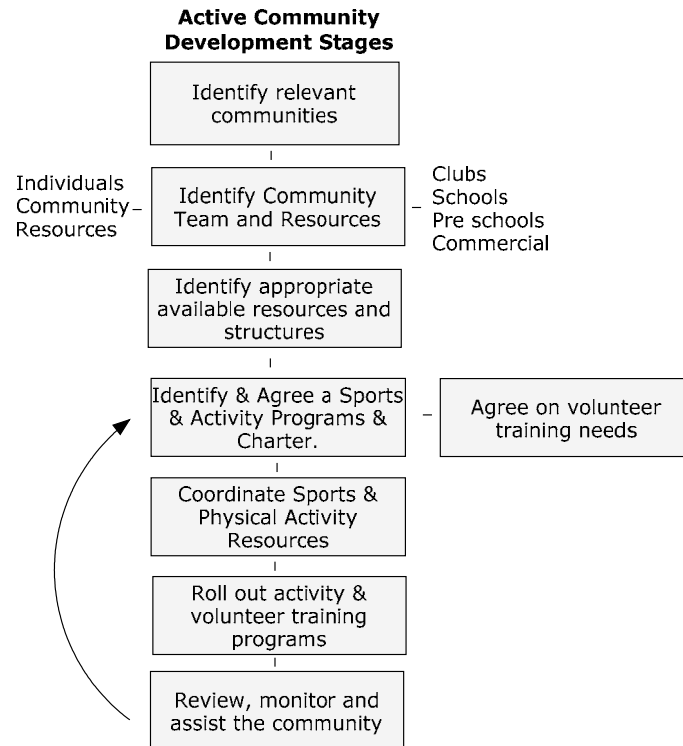
Within the identified communities the Sports Partnership will be guided by the following:

- Community representative advice
- Research findings: identifying where a need exists – target groups
- The Partnership’s program portfolio: successful Partnership programs and experience
- The practical challenges of accessing and working with target groups, using our resources and network efficiently.
- The involvement of other agencies.

³ Peter Lunn, Getting Out What You Put In: An Evaluation of Public Investment in Irish Sport. ESRI (2008).

The Active Communities approach will be one of working in partnership with the community in order to identify their needs and through a community charter, we will agree on a suitable activity program and the corresponding resource needs. Support provided by the Sports Partnership will include the oversight of a Sports Development Officer, an activity grant allocation, identifying suitable training opportunities for community leaders and the provision of Active Communities templates to guide the structure and delivery of agreed programs.

Assuming a continuity of resources for the Sports Partnership, we have set a target of developing three additional active Communities per year



Individuals

Some sport and physical activity such as walking, cycling and swimming require little by way of formal structures or participation rules. These sports in particular are suited to individual or small group participation sometimes in informal places such as parks or streets.

Small group “meet and train” programs encourage individuals to continue to participate in these activities on a regular basis. The Partnership recognises its role in developing and supporting these programs.

Pre-School and Primary Schools

Encouraging participation in sports or physical activity requires that we promote an active lifestyle from an early age. The Sports Partnership will continue to work with schools and teachers in order that activity forms a central part of a child’s life from an early age.

We recognise the appropriateness of the individual Buntús Start, Generic, Refresher and Sports Specific programmes in encouraging sports and physical activity amongst young people. In addition we will inform parents of the programme and of the benefits of a healthy lifestyle for their children with a view to linking children with their local clubs. To this end the LSP will inform parents of the various activities available to their children in their locality.

Strategic Area 1 – Increased Participation

Objectives

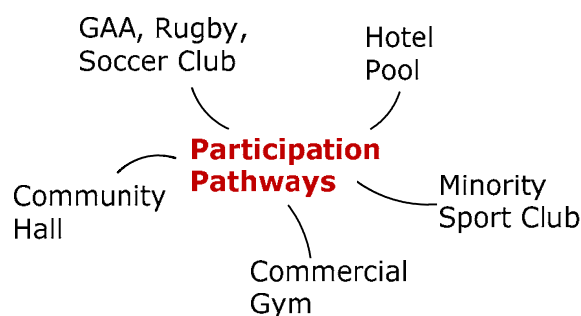
Objective	Responsible	Targets
1.1 Establish the “Active Communities” principals and charter.	CCLSP Office & Board	<ul style="list-style-type: none"> - Active Communities Principals - Active Communities Charter
1.2 Develop formal Active Communities templates in order to capture learning and replicate effective approaches.	CCLSP Office	<ul style="list-style-type: none"> - Review of initial Active Communities - Active Community Templates - Active Communities “Support Pack”
1.3 Structure the Active Communities resource requirements	CCLSP Office & Board	<ul style="list-style-type: none"> - Refined budget profile
1.4 Roll out the Active Communities Programme	CCLSP Office	<ul style="list-style-type: none"> - Annual promotion and application process - 3 communities per year
1.5 Continue to roll out the Buntús Programme to pre-schools and primary schools	CCLSP Office	<ul style="list-style-type: none"> - Buntús Start – 15 pre-schools per year - Buntús Refresher – 20 schools revisited - Buntús Sports Specific – 20 schools per year
1.6 Increase the awareness of parents of the Buntús programme and benefits of a healthy lifestyle.	CCLSP Office	<ul style="list-style-type: none"> - Promotional campaign to all participating schools.
1.7 Promote local clubs to parents.	CCLSP Office and Project Worker	<ul style="list-style-type: none"> - Online Club Database promoted to parents by Sept 2010.
1.8 Deliver the Meet and Train Initiative.	CCLSP Office and Programme Coordinator	<ul style="list-style-type: none"> - 8 Meets and Trains during the lifetime of the plan
1.9 Continue to support the Go For Life programme.	CCLSP and HSE	<ul style="list-style-type: none"> - Deliver programme annually.

Strategic Area 2 - Sports Development.

Supporting those who are making lifelong participation possible.

The Partnership's primary role is to create awareness of the importance of and opportunities for sport and physical activity in County Cork. In addition the Partnership must identify practical long term participation opportunities or pathways. We recognise three key pathways:

1. National Governing Bodies
2. Clubs
3. Commercial Providers



National Governing Bodies & Clubs

The County Cork Local Sports Partnership recognises that sports provided through a National Sports Governing Body (NGB) structure and their clubs offer the best long term participation pathway for individuals. This sustainability is made possible through a strategic focus by the NGB, the volunteer's passion, commitment and training, effective club structures, safe and enjoyable participation programs and appropriate equipment.

The County Cork Local Sports Partnership recognises the strategic importance of NGBs and clubs and their need for support in order that they can support others.

National Governing Body and Club Support Program.

- Local sport development agreement with NGB
- Non participating youth link with clubs
- Code of Ethics
- Club Development Grant
- Sports Capital Workshop
- Volunteer Best Practice Guidelines

The Sports Partnership provides supports for clubs and organisations to assist them in the development and delivery of recreational participation for their sport. Where suitable clubs do not exist, the Partnership will support the relevant sports National Governing Body to develop new clubs and attract members and volunteers.

Commercial Providers

The Partnership also recognises the growing role of commercial providers in providing sports and physical activity facilities and programs. When practical the Partnership will link with commercial providers in the development and delivery of sport and physical activity, where club based alternatives opportunities are not possible.

Strategic Area 2 – Sports Development

Objectives

Objective.	Responsible.	Targets.
2.1 Work with National Governing Sports Bodies and commercial facilities in delivering programmes and enhancing local links.	CCLSP – NGB's	3 – 5 NGB agreements per year.
2.2 Implement a Club Development small grant scheme.	CCLSP – Advisory Group	Club grant scheme
2.3 Strengthen and develop school / club links.	CCLSP Office – NGB's, clubs	Online Club Directory promoted via schools by Sept 2010
2.4 Identify and support the development of minority sports clubs.	CCLSP - NGB	1 minority sports club per annum
2.5 Coordinate the delivery of Sports Open Days.	CCLSP, NGB, Clubs	2 Sports Open Days per year
2.6 Promote community based sport summer camps.	CCLSP Office – NGB's, clubs	Online database promoted annually pre-summer
2.8 Identify and promote volunteer best practice guidelines.	CCLSP Office – NGB's, clubs.	Best practice document
2.9 Continue the roll out of the Code of Ethics and Children Officer Training.	CCLSP Office, Tutors	15 courses per year

Strategic Area 3 - SportsAbility.

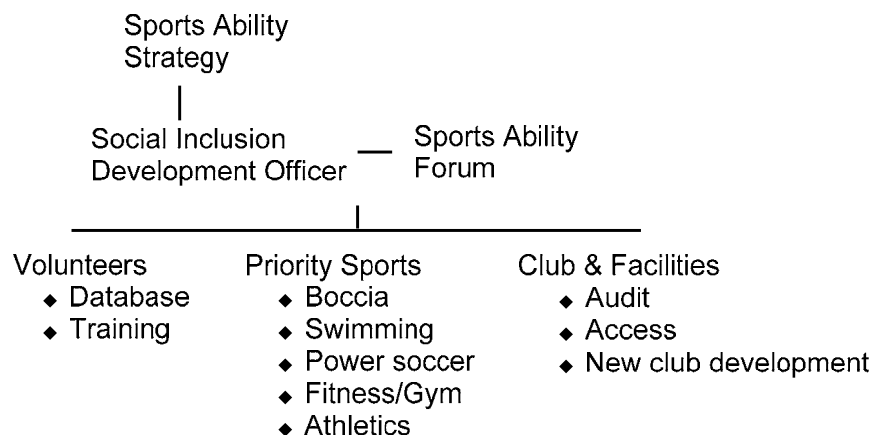
Creating opportunities for people with a disability to participate in sport and exercise.

There are approximately 37,889⁴ people with a disability in County Cork (9.3% of the County population); CCLSP recognises the importance of equal sports and physical activity participation opportunities for people with a disability.

In order to support and promote opportunities in sports for people with a disability, CCLSP employs a Sports Inclusion Development Officer (SIDO) funded by Pobal. The SIDO's remit is to coordinate the delivery of physical activity programs and initiatives to people with a disability in the County.

The SIDO works with training assistance from the CARA Adapted Physical Activities (APA) Centre and in partnership with the County Cork SportsAbility Forum. The SportsAbility Forum consists of representatives from County Cork disability groups who identify, contribute and support the provision of structured activities for people with a disability.

The CCLSP strives to ensure access to all sports for people with a disability by working with existing clubs and assisting in the creation of new clubs. However the CCLSP will focus in particular on club growth and participation in the five sports prioritised at a national level, Boccia, Athletics, Swimming, Fitness/Gym and Power Soccer.



⁴ Central Statistics Office 2006 Statistics.

Strategic Area 3 –SportsAbility

Objectives

Objective.	Responsible.	Outcomes.
3.1 Establish links with key agencies and assess current provisions.	CCLSP office	Increased links.
3.2 Assess and provide support to existing clubs/groups that offer sport and physical activity opportunities for people with a disability.	CCLSP office	Promote and encourage network member inclusion in annual training courses.
3.3 Establish sports and physical activity clubs for people with a disability.	CCLSP office and Forum	Establish clubs with specific focus on the five priority sports Boccia, Athletics, Swimming, Fitness/Gym and Power Soccer.
3.4 Promote the benefits of participation to individuals with a disability through the database.	CCLSP office	Establish database of contacts. Regular SportsAbility communications to target audiences and the general public.
3.5 Develop volunteer training programme and deliver training courses.	CCLSP office SIDO Network & CARA APA Centre	Role out the following courses each year: Inclusive Games, Inclusion in Sports – Introduction and Level 1.
3.6 Initiate an access audit on sport and physical activity facilities within County Cork.	CCLSP office	Initiate audit and complete report on findings.

Strategic Area 4 – Managing our Future

Measuring our impact, communicating and sustaining the Sports Partnership.

Measure

Ongoing research and the analysis of this research is required in order to identify where we are needed, what we must do and how we are making a difference. In addition to making use of external research we also undertake our own outline research.

Our research will have three elements:

1. Baselines: what are the participation rates in sport and physical activity amongst different members of our Active Communities?
2. Who and how do we target: where there are low levels of participation, what sports and physical activity programs are appropriate.
3. Our impact: Having provided appropriate programs, has there been change and by how much.

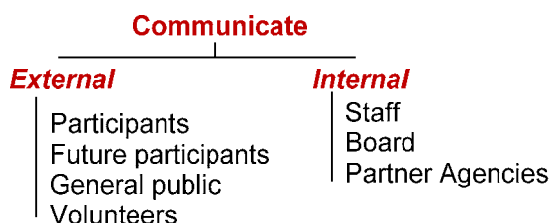
By using small scale research methods we can identify participation rates, sports and physical activity preferences and the subsequent uptake of these activities.

Research:

- Purpose: to identify the sustainable impact of the Partnership and its specific programs.
- Methods: micro and small scale research with target groups and partner communities.
- Key stages: pre program participation baselines, end program evaluations, post program sustained impact.

Communications

The County Cork Local Sports Partnership must communicate effectively with all our stakeholders – participants, programmer delivers, clubs, communities and partner agencies. This dialogue is ongoing and requires attention to ensure that it is relevant, current and effective.



In addition to providing relevant and regular external and internal communications, the Partnership will also enhance its communication resources such as the upgrading of the present web site and sourcing external communications expertise.

Sustaining the Sports Partnership.

The Partnership's target is to be 50% self financing. This target will be achieved by continuing to demonstrate our strategic role with our partner agencies and by developing new relationships with commercial organisations. We will create commercial links through a process of identifying potential partners, communicating our actions and impact and by identifying the benefit of being associated with our work.

Strategic Area 4 – Managing Our Future

Objectives

Objective.	Responsible.	Outcome.
4.1 Identify and source appropriate communications resources.	CCLSP office and Board	Specialised external resource Communications budget
4.2 Develop a three year Communications strategy.	CCLSP office and Board	Communications Plan
4.3 Undertake a sports participation conference.	CCLSP Office and Board Subgroup	1 every 3 years
4.4 Draft and pilot a research strategy.	CCLSP and Board	3 sets of baseline research 3 sets of follow up data
4.5 Review, adapt and roll out the research template.	CCLSP Office	Baseline and follow up research across 50% of all Partnership programs.
4.6 Identify annual financial operating targets.	Board	Finance targets.
4.7 Deliver a commercial strategy to include realistic six month commercial and self financing targets.	Financial / Audit committee	Commercial and self financing targets

Strategic Area 5 - Structures, Systems and Staff.

Strengthening our operating systems and structures.

For the Partnership to be effective, we require a structured organisation and the effective use of our resources.

Structures

The legal, strategic, operational and network needs of the Sports Partnership are based within a formal structure in order that there are clear lines of responsibility and direction.

Since its establishment in 2002 the Sports Partnership has benefited from the advice, support, resources and network of its large board of directors. As a consequence of this first stage of development, the need for specific strands of support and resources for the Sports Partnership have emerged. These strands include a streamlined Board and project specific sub groups to replace the current structure of a Board of eighteen Directors.

Systems and Staff

The Partnership's operations are based on three key resources:

Our People

The Sports partnership's staff and Board provide the main expertise and the network essential for the Partnership to identify and undertake its responsibilities. The experience and skills brought to the Partnership from these individuals is considerable and deserves to be supported through:

- A formal induction process
- Identifying and supporting training needs
- A staff appraisal system
- Comprehensive internal communications

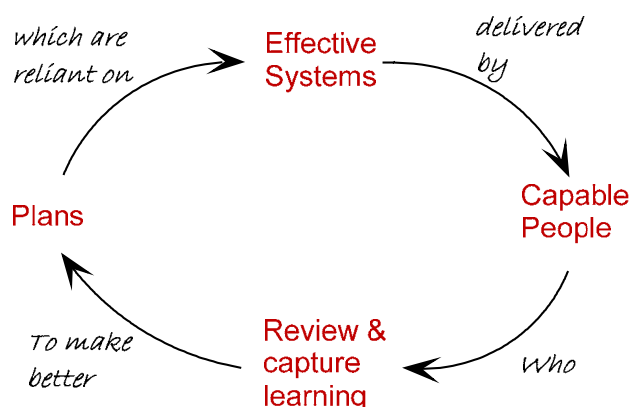
Our Systems

It is important that we capture the knowledge and experience of the Partnership in order that we can benefit from it. To do this we need formal systems that allow us to store, share and apply this knowledge effectively. In particular we must capture the experiences arising from our activity programs and their research data.

Our Plans

The planning and reviewing of our activities allow us to identify where we are being effective and how we might build on this. Hence a timely and formal planning and review process must form part of the Sports Partnership annual's program.

This planning process relates primarily to setting annual participation and financial targets, while the review process is required to identify the effectiveness of Partnership programs and approaches.



Strategic Area 5 – Structures, Systems and Staff

Objectives

Objective.	Responsible.	Outcome.
5.1 Update and implement operating procedures.	CCLSP Office	Formal standard operating procedures.
5.2 Undertake a biannual Partnership review and planning process.	CCLSP Office	Formal planning and review report.
5.3 Implement an annual staff performance review and training needs programme.	Partnership Manager and Board	Individual staff review and training program.
5.4 Amend the Board structure and establish subgroup responsibilities.	Partnership Board	New Board structure Identify annual subgroup responsibilities and membership.
5.5 Compile a staff and Board member induction process and supporting materials.	CCLSP Office	Formal induction pack.
5.6 A formal computer file management and search system to be identified and implemented.	CCLSP Office	Standard computer file storage and sharing system for all staff.
5.7 Develop and implement a partner agency support agreements	Board	Formal Partner Agency Agreements.
5.8 Develop and implement a suitable cost benefit process.	Board	Individual project cost benefit analysis.

Appendix 1: Board of Directors and Staff.

Listed below are those Directors, staff members and tutors who have served the Sports Partnership since it was incorporated in March 2003.

Board Director.	Representing.		Staff Member.	Position.
<i>Current⁵</i>			<i>Current</i>	
Ms. Shirley O'Shea (Chair)	HSE South		Mr. Ciarán Ó hIarnáin	Acting Partnership Manager
Mr. Barry O'Brien	Co Cork VEC		Mr. Padraig O'Donoghue	Trails Coordinator
Mr. Billy Caball	Cork Indoor Sports		Ms. Claire Hurley	Sports Development Officer
Mr. Jerry Coakley	Irish Primary Principals Network		Mr. Martin Coleman	Sports Development Officer
Ms. Joan Dinneen	Cork Institute of Technology		Ms. Sinead Costello	Sports Inclusion Development Officer
Ms. Juelie McLoughlin	East Cork Region		Ms. Natalia Strozyna	Administrator
Mr. Liam Singleton	Cork County Council			
Mr. Michael Doyle	County Development Board		<i>Former</i>	
Mr. Morgan Buckley	Private Sector			
Ms. Patricia O'Mahony	FAS		Mr. Michael Crowley	Coordinator
Mr. Paudie Palmer	West Cork Region		Ms. Anne O'Sullivan	Sports Development Officer
Mr. Seamus Fox	Community and Voluntary Forum		Mrs. Frances Hurley	Administrator
Mr. Sean Cotter	Mountaineering Council of Ireland		Mr. Aiden Con O'Sullivan	PR Executive
Mr. Sean Leahy	North Cork		Ms. Tessa White	Administrator
Ms. Sinead Luttrell	PE Association of Ireland			
Ms. Susan Greene	Blarney Region			
Cllr. Tomás Ryan	Cork County Council			
Sgt. Tony Davis	An Garda Síochána			
<i>Former</i>			<i>Tutors</i>	
Mr. Ben Flahive	An Garda Síochána		Mr. Colin O'Brien	Buntús Soccer

⁵ January 2009.

Ms. Catherine Murphy	HSE South		Mr. Declan Bray	Buntús Generic
Mr. Colin O'Brien	FAI		Mr. Eamon Ryan	Buntús Generic
Mr. Diarmuid Kelly	IRFU		Ms. Elizabeth Bond	Buntús Start and Code of Ethics
Mr. Donal Cronin	National Association of Principals and Deputy Principals		Mr. Finbarr O'Regan	Buntús Generic and Code of Ethics
Mr. Fergal Gough	County Development Board		Ms. Helen Ryan	Buntús Start and Code of Ethics
Ms. Frances Shanahan	West Cork Region		Ms Mairead Ní Mhaoileoin	Buntús Start, Code of Ethics and Children Officer Training
Mr. Ger Shine	Cork County Council		Ms. Marie Scully	Active Leadership and Buntús Start
Mr. James Cronin	GAA		Mr. Owen Kelly	Buntús Generic
Mr. James O'Connell	Community and Voluntary Forum		Ms. Yvonne Bennett	Active Leadership and Buntús Start
Ms. Joan Russell	Co. Cork VEC			
Mr. Liam Shanahan	Irish Primary Principals Network			
Ms. Linda Hogan	HSE South			
Ms. Marian Salter	Cork County Council			
Mr. Patrick Carleton	FAS			
Mr. Noel Collins	Cork Institute of Technology			
Mr. Patrick Ryan	Mardyke Arena			
Ms. Paula Desmond				
Ms. Pauline Hayes	Cork Community Games			
Mr. Timothy Owens	Co. Cork VEC			
Cllr William Murphy	Cork County Council			

Appendix 2: Programme Outline.

Programme Title.	Target Group.	Programme Outline.
Active 8	Teenage Girls	A peer mentoring programme developed by the Health Promotion Dept, HSE South, which aims to promote increased levels of physical activity amongst teenage girls through an 8 week programme of chosen activities.
Active Communities	Local Community	A collaborative initiative between the Sports Partnership, its partner agencies and local community organisations to increase the levels of participation in sport and exercise in people that do not participate in physical activity in rural and disadvantaged communities in Cork through the delivery of coordinate and supervised activity programmes.
Buntús Start	Pre School Children and Staff	A physical activity programme for children in preschool settings involving training for pre-school leaders and the allocation of child-friendly play equipment, bags and resource cards.
Buntús Generic	Primary School Children and Teachers	A primary school sports/PE 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 Refresher	Primary School Children and Teachers	A follow up visit to those schools who participated on the Buntús Generic programme to train new teachers or retrain teachers who attended the original workshops.
Buntús Sports Specific (Badminton, Basketball, Golf and Soccer).	Primary School Children and Teachers	These programmes are in addition to the Buntús Generic programme and provide training and resources for teachers by introducing the basic skills of the specific sports.
Code of Ethics	Coaches and Club Members	A child protection education and training awareness programme for coaches, club members, sports leaders and teachers.

Children's Officer Training	Coaches and Club Members	A follow up to the Code of Ethics this programme informs and supports those club members who have been appointed Child Officers within their club.
Dormant Accounts Disadvantaged Youth Grant Scheme	Teenagers and Clubs	A grant scheme administered by Pobal in 2007 to provide young people from disadvantaged communities the opportunity to participate in sport and physical activity. The grants were administered through sporting clubs and organisations.
Go For Life	Older Adults	A national programme to increase levels of participation in exercise by older adults. During the programme the group nominates a PAL (Physical Activity Leader) who takes on the role of leading the group in physical activity.
Meet and Train	Women	A programme to increase the levels of physical activity in women through the delivery of a walking and jogging programme.
Sports Capital Grants Workshop	Clubs	The workshop informs club delegates on the application process for the Sports Capital Grant scheme administered by the Dept. of Arts, Sports and Tourism.
Sports and Physical Activity Grants	Clubs	The aim of the programme is to increase participation in sport and physical activity through the administration of a small grant to clubs and sports organisations to fund coach training, the purchase of equipment and club development.
Sports Open Days	Clubs and General Public	An initiative of the Sports Partnership to increase a community's awareness of the various sports and physical activity clubs in their locality in addition to an opportunity for clubs to increase its membership.
Women in Sport Fund	Teenage Girls, Women and Older Ladies	An Irish Sports Council initiative to promote greater participation in sport and physical activity by girls, women and older ladies.

Appendix 3: Programmes Delivered 2003 – 2008.

A sample of the various participation programmes and initiatives delivered by the Sports Partnership during the period 2003 to 2008.

Programme Title.	Target Group.	Delivered.	No of Individual Programmes.	No. of Participants
Active 8	Teenage Girls	2006 & 2008, ongoing	2	45
Athletic Leader Course	Coaches	2007	1	16
Buntús Basketball	Children and teachers	2008	2	35
Buntús Refresher	Children and teachers	2007 – ongoing	18	199
Buntús Generic and Soccer	Children and teachers	2003 – 2006	51 (approx)	1,934
Buntús Start	Pre-school Children and staff	2006 - ongoing	7	138
Children Officer Training	Club volunteers	2006 and 2007	2	34
Code of Ethics	Club Volunteers	2003 - 2008	71 (approx)	941
Coaching Conferences	Coaches and Clubs	2005, 2006	2	180
Defibrillator Training	Volunteers	2007	1	12
Fit Walk Clinics	Women	2005, 2006, 2008	4	83
Go For Life	Older Adults	2003 - ongoing	5	170
Lucozade Sports Education Programme	Coaches	2007	4	44
Meet and Train	Women	2006, 2008 and ongoing	6	123
Mountain Rescue	Walkers	2006	1	20
OmarB Sailing Project	Teenagers	2005	1	250
Saturday Morning Activity Club	Children	2007 – ongoing	1	20
SAQ	Coaches	2003 – 2008	15	710
Senior Fitzens	Older Adults	2008	4	45
SIDO Programme	People with disabilities	2008	11	546
Skibereen Rowing Club Schools Initiative	Teenagers	2003	1	120
Sports Festivals	Community	2004 and 2005	2	210
Sports First Aid	Volunteers	2003 – 2007	15 (approx)	180
Sports For All	Community	2004	2	38
SportsAbility Day	People with a disability	2006, 2007, 2008	3	385
Waking Seminar	Public	2008	1	70

Guided Walks	Public	2008	11	111
Women in Sport	Teenage Girls, Women and Older Adults	2008	7	136

Appendix 4: Contact Us.

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