



Tipperary *Sports* PARTNERSHIP

— SPORT IRELAND —

Strategic Plan Executive Summary 2016 – 2022

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SPORT IRELAND
LOCAL SPORTS PARTNERSHIPS



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TipperarySports
PARTNERSHIP
— SPORT IRELAND —



Introduction



‘Sport for all’ means just that, sport for all in our community and at all stages of life.



Sport is a universal force

Sport is a universal force, sport fosters cooperation, community gatherings and social interaction, it unites, generates pride, improves wellbeing, provides life-skills and contributes to healthy enjoyable lives. Sport is about participating and there is a place for everyone to take part in sport at their own level.

Sport Ireland (formerly the Irish Sports Council), recognises that Local Sport Partnerships are an excellent means for delivering recreational sport to local people. In July 2015, North & South Tipperary Sports Partnerships merged to form the Tipperary Sports Partnership (TSP), which has an all-county remit. Tipperary Sport Partnership has been tasked to work in partnership with communities, organisations and

individuals in County Tipperary to encourage more people to benefit from sport and physical activity.

In the Tipperary Sport Partnership we collaborate with many stakeholders, organisations and individuals so that there are a broad range of participation opportunities for all of the members in our community.

We are aware that participation is a greater challenge for some in the County Tipperary community, in particular those who are marginalised due to disabilities, age, economic constraints or ethnic difference. TSP is particularly interested in making sure that these groups have equal inclusion.

Glossary of Terms

National Physical Activity Plan: The national plan to promote increased physical activity levels across the population, is an example of how Healthy Ireland will work.

Sport Ireland: Sport Ireland brings together the Irish Sports Council, National Sports Campus Development Authority, Irish Institute of Sport and Coaching Ireland to form a new, streamlined and dynamic body to drive the future of Irish sport.

Sport and Physical Activity: the terms ‘sport’ and ‘physical activity’ are used interchangeably within this document.

We define the meaning of sport and physical activity as:

“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 competitions at all levels.” Council of Europe’s Sports Charter (1992)

General Programmes: as part of the dual focus of Tipperary Sports Partnership (General Populations and Social Inclusion), one of the two principal functions of Tipperary Sport Partnership is to support a range of sports participation opportunities for the diverse community of County Tipperary such that their range of personal, family, social, work, health interests and preferences are considered.

Social Inclusion: as part of the dual focus of Tipperary Sports Partnership (General Populations and Social Inclusion), one of the two principal functions of Tipperary Sports Partnership is to address the issues of social exclusion in sport and physical recreation through the principle of active inclusion.

See <http://www.getirelandactive.ie/Professionals/National-PA-Plan.pdf>



Executive Summary



Sport is a positive universal force and there is a place for everyone to take part in sport at their own level.

‘Sport for all’ means just that, sport for all in our community and at all stages of life.

Tipperary Sport Partnerships is an amalgamation of the North and South Tipperary Sports Partnerships and we are tasked with delivering, coordinating and leading the provision of a broad range of recreational sport and physical activity in County Tipperary for everyone.

Vision

The community of Tipperary experiencing the fun, health, social interaction and wellbeing from taking part in sport and physical activity.

We support participation in sports and physical activity through the provision of General Population and Social Inclusion programmes.

Our sport and physical activity focus is primarily on recreational rather than competitive sports however we work closely with the providers of competitive sports such as clubs, to support their excellent work in attracting and retaining participants and volunteers.

We recognise that collaboration and sustainability are central to reaching and growing sports and physical activity participation. As a result we operate through partnerships with communities, agencies, organisations and individuals to identify the opportunities for additional sports provision and promotion.

The following strategic plan for 2016 – 2022 is structured on five pillars:

1. **Participation:** first and foremost TSP will promote the enjoyment that comes from participation in sports and physical activity. In so doing we will increase the numbers, volume and range of participation across our community, especially amongst those who participate the least and those who are excluded the most.
2. **Sustainable Infrastructure:** we will assist in the greater use of existing natural and built infrastructure, and we will proactively engage in planning and developing sustainable new infrastructure especially where it addresses a clear need and is multi-use and accessible.
3. **Training and Education:** We will continue to support the training and education needs of the volunteer coaches and administrators who are the sport-makers in our communities.
4. **Information and Communications:** Provision is nothing without awareness. TSP will work with others to become an information hub for sports and physical activity for Tipperary.
5. **TSP Structures and Administration:** as part of our governance process, we will continue to make best use of our resources so as to develop and strengthen sports and physical activity in the County.



This strategic plan maps out the focus and direction of the Tipperary Sport Partnership to 2022. An annual and a midterm review of the plan will monitor its realisation and identify any modifications which may be required.

Context

Tipperary is the 6th largest county in Ireland with a land mass of 4,303 km sq and with a population of 158,754, it is one of the most populated rural Counties nationally. The following are a selection of the strategic frameworks and contexts which the TSP operates within.

Sport Ireland, is Tipperary Sport Partnership's support body. Sport Ireland has identified the roles and functions of Local Sport Partnerships as:

- Role: to **increase participation** in sport and ensure that local resources are used to best effect.
- Functions: sharing **information**, providing local sports **education** and **implementing** (strategic plan, local and national participation programmes and promoting sport).

The Healthy Ireland Framework and the associated National Physical Activity Plan also influences the focus of the TSP.

Healthy Ireland: 'increase the proportion of the population across each life stage undertaking regular physical activity by 1% per annum across the lifetime of Healthy Ireland.'

The National Physical Activity Plan's (NPAP): vision is to 'increase physical activity levels across the entire population thereby improving the health and wellbeing of people living in Ireland'. The eight themes of the NPAP are outlined in the following table and the links between these themes and the activities of the TSP are outlined in the Action Plan at the end of this document.



NPAP Thematic Action Areas Focus

Public Awareness Education and Communication: Irish people will better understand the health benefits of physical activity and how to be more active in their daily lives.

Children and Young People: Children and young people learn the necessary skills for confident engagement with physical activity and will have opportunities to adopt an active way of life.

Health: The health service will promote greater awareness and understanding of the health benefits of physical activity and deliver programmes to encourage increased participation.

Environment: Ireland's natural and built environments promote increased levels of physical activity.

Workplaces: Employers will make it easier for people to be more physically active as part of everyday working lives.

Sport and Physical Activity in the Community: Local stakeholders work together to promote active communities and increase physical activity levels among all members of the community.

Research, Monitoring and Evaluation: Increase the efficiency and effectiveness of public measures through the monitoring and evaluation of participation, policies and programmes relating to physical activity.

Implementation through Partnership: Leadership, coordination and oversight will drive implementation of this Plan and will include representation from key stakeholders.

Healthy Ireland Framework, A Framework for Improved Health and Wellbeing, 2013-2025, Department of Health 2013.

Get Ireland Active, The National Physical Activity Plan for Ireland, Healthy Ireland, 2015.

Programme for Partnership Government

The 2016 programme for Partnership Government has identified the following sports and physical activity related priorities:

- Implement a National Obesity Plan.
- Implement the National Physical Activity Plan
- Draw up and implement a National Sports Policy.
- Allocate sports capital grants on an annualised basis

County Tipperary Local Economic and Community Plan (LECP)

This plan recognises the importance of social inclusion and the 'Quality of Life' framework of Belonging, Becoming and Being. Sport and physical activity is a key means of realising these framework elements.

Research

Relevant research on sports participation for Tipperary includes the Irish Sport Monitor (2013), and the report on Sport and Physical Activity among those aged over 16 in County Tipperary(2015). Key findings of which include

- 45.3% of Tipperary respondents (2015), took part in sport and physical activity, (55,300 adults).
- Only 31.9% of adults in our Tipperary community are meeting the National Activity guidelines
- 14.8% of the County Tipperary Community do no activity at all.

Local Development Strategy 2014 – 2020

The Local Development Strategy (LDS), is an anticipated contributor to the development of sports and physical activity in Tipperary via its social inclusion and infrastructure funding, animation and facilitation.

TSP operates in the same space as these plans and strategies. We will therefore continue to build relationships and partnerships with the organisations and agencies tasked with overseeing their implementation and where appropriate we will take responsibility for specific tasks within these plans.

Partnership

The North Tipperary Sport Partnership was established in 2001 and the South Tipperary Sport Partnership has operated since 2007. Between them the Partnerships have channelled €4,602,205 towards sport in the County.

In July 2015, the North Tipperary and South Tipperary Sport Partnerships combined to form the Tipperary Sports Partnership (TSP). The TSP is a not for profit organisation which operates as a sub-committee under the auspices of the Local Authority.

The TSP has offices in Clonmel and Nenagh and our staff operate throughout County Tipperary. The Clonmel office has special responsibility for General Population sports programming and the Nenagh office is responsible for Social Inclusion programming (see the 'Everyone Wins' and 'Everyone In' insert below).

Our objectives are shaped and overseen by representatives from a variety of partner organisations and we realise these objectives through partnered cooperation with our various stakeholders.

A Programme for a Partnership Government, Department of Taoiseach, 2016. The Co. Tipperary Local Economic & Community Plan 2015 – 2020, Co. Tipperary Local Community Development Committee (LCDC) and Tipperary County Council, 2015. Local Development Strategy, Tipperary County Council, 2014.





In the following pages of this document we highlight partnership as being one of our central principles:

Partnership: we welcome meaningful collaboration with communities, stakeholders, organisations and individuals who share our vision and passion.

Partnership is the model we work to, we create partnerships, we respond to partnership requests, and sometimes we nudge reluctant partnerships into place. TSP expects as much from our partners as they reasonably expect from us.

We partner with communities so that we can support their members to have control and realise the sports and physical activity potential of their area. Our experience and the research findings point to the effectiveness of community input to identify the sports and physical activity needs of their area and to sustain sports and physical activity participation.



TSP Board

The Partnership nature of the TSP organisation is embodied in the structure of the Board which comprises representatives from the community, sports organisations and in particular our main partner organisations. The current Tipperary Sport Partnership Board comprises:

| | |
|---------------------|--|
| Isabel Cambie | South Tipperary Development Company |
| Sarah Jane Burke | Tipperary Education and Training Board |
| Cllr. John Crosse | Elected Representative |
| Cllr. Joe Hannigan | Elected Representative |
| Margo Hayes | Tipperary County Council |
| Cllr. Roger Kennedy | Tipperary Education and Training Board |
| Jim Kissane | Sports Representative |
| Tony Lanigan | North Tipperary Leader Partnership |
| Ciaran Lynch | LIT Tipperary |
| Hilda O'Neill | HSE South East |
| Sean Finn | Sports Representative |
| Niall O'Sullivan | Sports Representative |
| Ger Boland | Sports Representative |
| James Mulroy | Sports Representative |
| TBA | Sports Representative |
| TBA | Sports Representative |
| Paula Kearns | Disability Representative. |

Social Inclusion and General Participation Programmes

Tipperary Sport Partnership acknowledges the UNESCO charter article that ‘The practice of physical education, physical activity and sport is a fundamental right for all’. TSP also recognises that there are different needs, opportunities and barriers to this practice and we pursue a blended Social Inclusion and General Population approach that supports participation in sports and physical activity for everyone in County Tipperary.

Social Inclusion, Everyone Wins Concept

One of the principal functions of Tipperary Sports Partnership is to address issues of social exclusion in sport and physical recreation through the principle of active inclusion:

‘Enabling every citizen, notably the most disadvantaged to fully participate in society .

Social inclusion increases social cohesion and generates social capital and prosocial behaviour. In a socially included community, everyone wins.

Issues

Part of participation in society is through access to quality services such as sport and physical recreation. However we recognise that there are a range of barriers to inclusion in sport such as:

1. A lack of facilities and the means of travel to the facilities.
2. An absence of a tradition or an opportunity of participation in sport and physical recreation.
3. The financial costs of participation or the absence of participation supports.
4. The existence of a sub-culture in which participation is seen as inappropriate.
5. An absence of sufficient supports, for example amongst people with a disability.

Approach

TSP supports social inclusion through sports by –

1. presenting sport and physical recreation positively;
2. targeting relevant groups and providing them with specific supports and programmes;
3. working with providers and organisations to remove the barriers to participation, implement social inclusion policies and strategies;
4. supporting the adaptation of facilities for those with particular physical disabilities;
5. providing a dedicated resource within the Sports Partnership to manage its role in this area.
6. developing and promoting protocols amongst funding agencies which require the incorporation of social inclusion measures by all those seeking support from such agencies;
7. providing and supporting targeted programmes of sports and physical activity to those geographic and social groups in which participation rates are low;
8. participating in the development of relevant policies and strategies of other organisations which have relevance to the social inclusion role of the Sports Partnership.

Updated National Action Plan for Social Inclusion 2015 – 2017.

General Participation, Everyone In Concept



The community of County Tipperary is diverse, young and old, male and female, local and newcomer, active and sedentary. The members of this community have a range of personal, family, social, work, health interests and preferences which influence their everyday choices and actions.

Choice is required if all of the members of our wonderful and rich community are to take part in the fun of sport throughout their life.

Issues

TSP recognises a number of challenges in supporting participation in sport and physical activity for all of our community:

- It is not possible for reasons of cost, expertise and sustainability for TSP to support all of the sports at all of the locations in Tipperary.
- The very competent and organised groups, clubs, companies and individuals who are sport makers in our community, are better served by TSP supporting rather than competing with them.

Approach

The TSP approach to encouraging participation in sports and physical activity amongst our community is by:

1. Selecting a range of participation opportunities which appeal to a diverse spectrum of our community.
2. Supporting existing sport makers in what they do and where appropriate encourage them to deliver new type of participation or training approaches.
3. Where required and in the absence of alternative provision, we will establish new sports opportunities and event structures.

Examples

Tipperary Mini Marathon, Bikeweek, Club Development, Operation Transformation, Cycle Sportiv, School Activity Programmes.

Tipperary Sport Partnership Strategy

More sport, more life

Our Vision is:

The community of Tipperary experiencing the fun, health, social interaction, and wellbeing from participating in sport and physical activity.

Our Mission is to:

Collaborate for more variety, more opportunities and more participants in sport. No one person or group has all of the answers or resources and operating in partnership offers us the most effective way to reach into and respond to the people and places of our community.

Our Principles are based on:

- Everyone: The opportunity to take part in sport and physical activity is a human right, everyone in our community will have access to that right.
- Eversport: For some sport means team based competition, for others it is a cycle or jog with friends, dancing or bowling. It is not about one sport it is about eversport and every activity.
- Everyplace: There are many natural and built sport and physical activity venues in our County, we encourage the use of these places for a variety of sports and for all members of the community.
- Everyplan: Sport can benefit from and add value to a range of local social, health and community agendas. The potential of sport requires active consideration and an informed presence.

Values

- Partnership: we welcome meaningful collaboration with communities, stakeholders, organisations and individuals who share our vision and passion.
- Inclusion: community means everyone, especially those at the margins. Others look after the committed and competitive participants, we seek out the reluctant and the absent.
- Respect: within our working and community environments there are many perspectives, various needs and diverse appropriate responses regarding sports and physical activity. We treat all with respect, we value their opinions and we communicate with them in a respectful manner.
- Passion: the Staff and Board of the TSP are passionate about the role of sport and physical activity and we want to share.
- Openness: we only have some of the answers and we are open to the ideas of others, their answers and constructive feedback.
- Sustainability: not just here today but here for life. We strive for sustainable programmes, sustainable infrastructure and sustainable active lifestyles.

To realise our Vision and undertake our Mission within our resources, we will:

- **Be strategic:** As well as operating locally and at ‘street level’, TSP will take time to step back, monitor and where appropriate act on our relationships with other organisations, national strategies and the way we work.
- **Deliver:** We will develop and directly deliver sport and physical activity programmes where others are unable to do so.
- **Coordinate:** We will seek, encourage, facilitate and support others who can identify, respond to and deliver local sports and physical activity opportunities in their communities.
- **Lead:** Where there are gaps or appropriate opportunities for sport and physical activity leadership, TSP will take a leadership role, within a collaborative structure.
- **Drive:** Where appropriate, TSP will take the initiative and advocate, seek resources, identify partners generate involvement and identify sustainability.

Strategic Objectives

Tipperary Sport Partnership has five strategic objectives:

1. **Participation:** first and foremost TSP will promote the enjoyment that comes from participation in sports and physical activity. In so doing we will increase the numbers, volume and range of participation across our community, especially amongst those who participate the least and those who are excluded the most.
2. **Sustainable Infrastructure:** we will assist in the greater use of existing natural and built infrastructure, and we will proactively engage in planning and developing sustainable new infrastructure especially where it addresses a clear need and is multi-use and accessible.
3. **Training and Education:** We will continue to support the training and education needs of the volunteer coaches and administrators who are the sport-makers in our communities.
4. **Information and Communications:** Provision is nothing without awareness. TSP will work with others to become an information hub for sports and physical activity for Tipperary.
5. **TSP Structures and Administration:** as part of our governance process, we will continue to make best use of our resources and attract additional ones so as to develop and strengthen sports and physical activity in the County.



Outcomes

TSP will complete a mid-term review of our strategy in 2018 and an end of strategy review in 2022.

The extent to which the sought outcomes of the strategy have been achieved will be evaluated through a range of qualitative and quantitative measures such as: monitoring participation change, online and end of programme surveys, quantifying programme volumes and uptake and online questionnaires.

Strategic Objective 1: Participation

TSP will increase participation in sports and physical activity across our community especially amongst those who participate the least and those who are excluded the most.



Research indicates that in 2015 45.3% of Tipperary respondents took part in sport and physical activity, this is the equivalent of approximately 55,300 adults aged 16 and over taking part in regular sporting activity in Tipperary. However only 31.9% of adults in our Tipperary community are meeting the National Activity guidelines while 14.8% do no activity at all.

Research also tells us that nearly 60% of our community agreed that they would like to do more sport/exercise. TSP's primary role is to acknowledge and support those currently taking part in sports and physical activity and encourage and enable the members of our community who will benefit from more participation in sport and physical activity.

We support this participation through:

- Open Invitation: These are programmes in which any member of the public can join and participate.
- Target People: individuals and groups with fewer opportunities or more complex needs require more specific opportunities and we design and support participation opportunities for specific people.
- Target Places: We bring sports and physical activity programmes to places such as schools, communities, and clubs or sites which have untapped potential such as parks, rivers and forests.

We will monitor our progress by:

- Establishing baseline programme participation information from the first full year of the operation of the TSP (Mid 2015 – mid 2016).
- Referencing the National Sport Monitor research findings and with reference to the 2015 and subsequent Sport and Physical Activity research for County Tipperary (Smyth, P and Doyle, E. 2015).
- A mid-term review of the plan in 2018.



Our Strategic Participation Goals are:

Given that the Tipperary Sports Partnership is newly formed from the amalgamation of the South and North Tipperary Sports Partnerships, 2015- 2016 represents the baseline year for the following participation targets. These participation targets assume the availability of additional resources.

Strategic Goals

1. Facilitate the growth in sports participation and physical activity in Tipperary.
2. Working in collaboration with other agencies, develop the role and impact of sports and physical activity.
3. Foster greater use of the outdoors as sports and physical activity venues.
4. Support the increased transfer of responsibility and control for programmes and events to volunteers and other sport organisations.

Outcomes

- Monitor the sports and physical activity needs of the County.
- An increase in the number of participants, by an average of 1% per annum over the lifetime of this strategy, consistent with national objectives.
- Identify emerging trends in sports and physical exercise.
- Pilot one new sports and physical activity programme each year.
- Maintain overall participation rates in TSP general population programmes.
- Maintain current sports and activity provision for all social inclusion groups in our programmes.
- As resources allow, target an increase in the number of participants in our social inclusion programmes, by 10% over the lifetime of this strategy.
- As resources allow identify a two year priority social inclusion target group and provide additional resources and participation opportunities for these.
- Increase the number of activities which take place in outdoor recreation venues (not including pitch and golf course type settings).
- Identify and support the growth of an additional mass participation event.
- Identify formal step back and exit steps for each of our programmes in their planning stages.



| Participation Area | Focus | Actions | Sought Outcome | Partners | Programmes |
|-------------------------------|---|---|---|---|--|
| 1.1 Active Communities | Priority Communities | <input type="checkbox"/> Identify priority communities. | <input type="checkbox"/> Increased participation within high need communities. | TSP, Community Groups, | <input type="checkbox"/> Community Initiatives. |
| | | <input type="checkbox"/> Consult to clarify the cross community needs. | <input type="checkbox"/> Increased integration of general population and target population through participation. | Sports Clubs / Organisations, | <input type="checkbox"/> Bike for Life. |
| | | <input type="checkbox"/> Identify the resourcing, sustainability and exit strategy (RSE). | | Get Ireland Waking. | <input type="checkbox"/> Bike Week. |
| | | <input type="checkbox"/> Develop roll out and evaluate the individual community programmes. | | | <input type="checkbox"/> Walking Programme. |
| | | | | | <input type="checkbox"/> Meet n Train. |
| | | | | | <input type="checkbox"/> Couch to 5k. |
| | | | | | <input type="checkbox"/> Community Soccer Leagues. |
| | Demand Led Communities | <input type="checkbox"/> Respond to the voiced demands of communities as resources allow. | | TSP, Community Groups, Sports Clubs / Organisations`. | |
| 1.2 General Public | Open programmes such as meet and train. | <input type="checkbox"/> Continued engagement with partners and communities to identify, resource and provide open to all programmes of activities. | <input type="checkbox"/> Year round participation opportunities for the general public. | TSP, Community Groups, Sports Clubs / Organisations | <input type="checkbox"/> Bike Week. |
| | | | | | <input type="checkbox"/> Women's Mini Marathon. |
| | Flagship Large scale Mass Participation events and associated preparatory programmes. | <input type="checkbox"/> Capacity grow the mini marathon committee. | <input type="checkbox"/> Inspirational participation events. | TSP, Community Groups, | <input type="checkbox"/> Walking, Cycling, Running and Water Events. |
| | | <input type="checkbox"/> Gradual step back from involvement in the Mini Marathon. | <input type="checkbox"/> Growth in capacity of volunteer groups to deliver large scale events. | Sports Clubs / Organisations | |
| | | <input type="checkbox"/> Identify and pilot new participation event by 2018. | <input type="checkbox"/> Increased networking between clubs and community through the event process. | | |

| Area | Focus | Actions | Sought Outcomes | Partners | Programmes |
|-----------------------|------------------------|--|---|---|---|
| 1.3 Community Setting | Outdoor Sports Hub. | <input type="checkbox"/> Continued realisation of the Clonmel hub programme. | <input type="checkbox"/> Sustained participation opportunities. | TSP, Community Groups, Sports Clubs / Organisations, | <input type="checkbox"/> Water-based activities. |
| | | <input type="checkbox"/> Evaluate the Clonmel hub impact. | <input type="checkbox"/> Expanded range of available sports. | | <input type="checkbox"/> Bike week, Bike for Life, Buggy Push, 5k family cycle, Operation Transformation, Walking Workshop, Meet and Trains, Couch to 5k etc. |
| | | <input type="checkbox"/> Identify two potential additional community hubs and their needs. | <input type="checkbox"/> Participation of the unemployed and other target groups. | | |
| | Active Communities | <input type="checkbox"/> Identify additional Active Community resource availability. | <input type="checkbox"/> Wider range of available sports opportunities within the targeted community. | TSP, Community Groups, Sports Clubs / Organisations | <input type="checkbox"/> Community Soccer Programmes. |
| | | <input type="checkbox"/> Identify additional communities with the capacity to replicate the Active Community model (Cahir). | <input type="checkbox"/> Enhanced community structures and resources to identify, voice and resolve local sports needs. | | <input type="checkbox"/> Garda Youth Diversion Programmes. |
| | | <input type="checkbox"/> Evaluate the available community infrastructure elements in the potential active communities. | <input type="checkbox"/> Appropriate sports infrastructure in place. | | <input type="checkbox"/> Meet and Train. |
| | | | | | <input type="checkbox"/> Walking. |
| | | | | | <input type="checkbox"/> Sports Leader. |
| | | | | | <input type="checkbox"/> Go for Life. General Activity Programmes. |
| | Integration Programmes | <input type="checkbox"/> In partnership with other agencies, identify the priority marginalised communities in Tipperary and appropriate response plans. | <input type="checkbox"/> Integrated approach to social inclusion amongst the relevant agencies with TSP as the sports link. | TCC, SI, TSP, Community Groups, Sports Clubs / Organisations, YWIT, WSTYS, TETB | <input type="checkbox"/> Community Soccer Leagues. |
| | | <input type="checkbox"/> As resources allow, roll out appropriate social inclusion sports programmes. | <input type="checkbox"/> Community Social Inclusion Priority plan for the County. | | <input type="checkbox"/> Youth Programmes. |
| | | | <input type="checkbox"/> Two Social Inclusion sports programmes over the lifetime of the strategy. | | <input type="checkbox"/> Direct Provision Centre programmes. |

| Area | Focus | Actions | Sought Outcomes | Partners& Period | Programmes |
|---|-------------------|--|---|------------------------------------|---|
| 1.3 Community Setting (cont'd) | Workplace | <input type="checkbox"/> In partnership with relevant employers, TSP will identify best practice for activity in the workplace. | <input type="checkbox"/> Increased opportunities for physical activity in and around the workplace. | | <input type="checkbox"/> Pilot Programme. |
| | | <input type="checkbox"/> A pilot programme for activity in the workplace. | | | |
| 1.4 Schools | Secondary Schools | <input type="checkbox"/> Continue to support schools and teachers with TSP information expertise and networking. | <input type="checkbox"/> A culture of activity across all teachers and within all schools in the County. | TSP, Schools, NGB's, SI, HSE, TETB | <input type="checkbox"/> Sport Hall Athletics. |
| | | <input type="checkbox"/> Continue to support sport NGB programmes and club links with schools. | <input type="checkbox"/> Increased levels of sport participation amongst at-risk school students. | | <input type="checkbox"/> Sports Leader. <input type="checkbox"/> Teen fit for schools. |
| | | <input type="checkbox"/> Continue to respond to any provision or uptake gaps in school sport as resources allow. | <input type="checkbox"/> Increased range of attractive recreation gateways, targets and pathways. | | <input type="checkbox"/> Hoops for Girls. <input type="checkbox"/> Spike Ball. |
| | | <input type="checkbox"/> Continue to identify and support 'celebration events' to energise and provide meaningful targets for school students. | | | |
| | | <input type="checkbox"/> Formalise the TSP Active School support approach. | <input type="checkbox"/> Higher school completion levels. | TSP, Schools, NGB's, SI, HSE, TETB | <input type="checkbox"/> Active Schools Flag. |
| | | <input type="checkbox"/> Liaise with the after school programme officers in relevant schools. | <input type="checkbox"/> Reduced anti-social behavior. | | <input type="checkbox"/> School Completion Programme. |
| | | <input type="checkbox"/> Identify priority locations. | <input type="checkbox"/> Increased numbers of schools with the Active School Flag. | | <input type="checkbox"/> Sport Leader. |
| | | <input type="checkbox"/> Identify roll out an appropriate suite of after school programmes. | <input type="checkbox"/> Increased range of APA resources and activities in schools. | | <input type="checkbox"/> NGB Programmes. |
| | | <input type="checkbox"/> Respond to school demand. | <input type="checkbox"/> Increased levels of sport participation amongst school children with disabilities. | | |
| | | <input type="checkbox"/> Promote the Adapted Physical Activity (APA), concept amongst schools. | | | |
| <input type="checkbox"/> Identify APA training needs and coordinate the delivery of appropriate APA courses. | | | | | |
| <input type="checkbox"/> Promote the TSP role in supporting the Active School flag amongst secondary schools. | | | | | |

| Area | Focus | Actions | Sought Outcomes | Partners | Programmes |
|-------------------------|------------------------------|--|--|---|---|
| 1.4 Schools (Contd). | Preschool and primary school | <input type="checkbox"/> Identify resource opportunities for Búntus and other programmes. | <input type="checkbox"/> Recreational participation in a broad range of sport activities. | TSP, Schools, Pre Schools | <input type="checkbox"/> Active Schools Flag. |
| | | <input type="checkbox"/> Identify and prioritise relevant schools. | <input type="checkbox"/> Increased numbers of schools with the Active School Flag. | NGB's, SI, HSE | <input type="checkbox"/> Be Active ASAP. <input type="checkbox"/> Búntus Start. |
| | | <input type="checkbox"/> Promote the TSP role in supporting the Active School flag amongst primary schools. | | | <input type="checkbox"/> NGB Programmes. |
| 1.5 Youth | Youth At Risk | <input type="checkbox"/> Identify an appropriate programme to integrate with the Garda Youth Diversion programme. | <input type="checkbox"/> Physical activity opportunities as alternatives to anti-social behavior. | SI, TSP, YWIT, CYTE, WSTYS, Community Organisations, Sports Clubs, NGBs, TETB | <input type="checkbox"/> Active 8. <input type="checkbox"/> Garda Youth Diversion Project. <input type="checkbox"/> Roscrea Area Youth Project. |
| | | <input type="checkbox"/> Initiate and review the programme. | | | |
| | | <input type="checkbox"/> Strengthen links with youth clubs. | <input type="checkbox"/> Strengthened awareness within youth clubs regarding the TSP role and resources. | SI, TSP, YWIT, CYTE, WSTYS, Community Organisations, Sports Clubs, NGBs, SI, TETB | <input type="checkbox"/> Carrick on Suir Youth Sport. <input type="checkbox"/> Sports Leader Training. |
| Youth Engagement | | <input type="checkbox"/> Provide physical activity leadership training support to youth club leaders. | <input type="checkbox"/> Continued TSP engagement with youth clubs. | | <input type="checkbox"/> NGB Programmes. |
| | | <input type="checkbox"/> Support the role of youth clubs as a means of social inclusion for target groups. | <input type="checkbox"/> Physical activity as a regular part of youth club timetables. | | |
| | | <input type="checkbox"/> An increased range of available sports activities and pathways to sports participation for all young people in Tipperary. | | | |

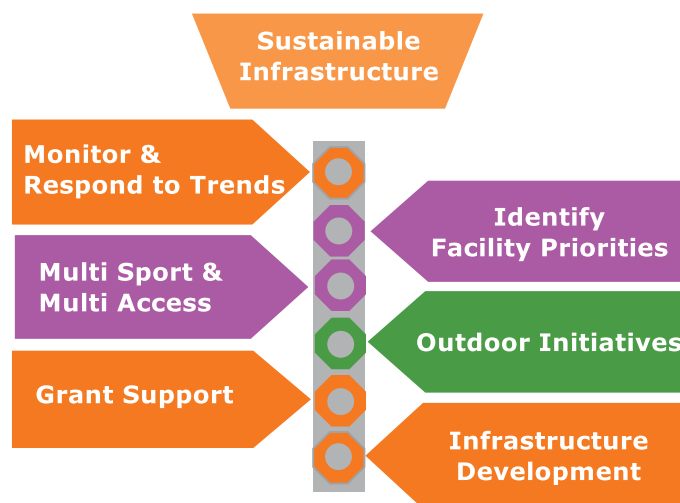
| Area | Focus | Actions | Sought Outcomes | Partners | Programmes |
|------------------------------|-------------------------------------|--|---|---|---|
| 1.6 Traveller Programme | Tipperary Rural Traveller Programme | <input type="checkbox"/> With relevant partners, continue to identify and respond to the specific needs of this community. | <input type="checkbox"/> Increased levels of physical activity in the Traveller community. | TSP, Tipperary Rural Traveller Group, Community Organisations, HSE, NGBs, Sports Clubs. | <input type="checkbox"/> Healthy Minds Healthy Bodies. <input type="checkbox"/> FAI Soccer. |
| | | <input type="checkbox"/> Identify and timetable six month physical and mental health programmes with associated targets. | <input type="checkbox"/> Increased awareness and capacity to support mental health within the Traveller community. | | <input type="checkbox"/> Tipperary Rural Traveller Physical Activity. <input type="checkbox"/> Traveller Community Health. <input type="checkbox"/> Traveller Youth Project. |
| 1.7 People with a disability | Club Inclusion Programme | <input type="checkbox"/> Identify participation venues such as gyms, pitches, natural facilities and swimming pools. | | | |
| | | <input type="checkbox"/> Encourage and support clubs in their inclusion of people with a disability. | <input type="checkbox"/> Increased quality of life, health and social interaction through sports and physical activity. | SI, TSP, CARA, Schools, Sports Clubs, NGBs, HSE | <input type="checkbox"/> Tipperary Boccia League. <input type="checkbox"/> Tennis 4 All. <input type="checkbox"/> Inclusive Swim. |
| | | <input type="checkbox"/> Provide Disability Inclusion Training. | | | <input type="checkbox"/> Judo Assist. Sportsability Clubs. |
| | | <input type="checkbox"/> Facilitate the Active Schools Initiative in Special Needs settings. | | | <input type="checkbox"/> Football 4 All. |
| | | <input type="checkbox"/> Identify sports provision gaps which might be filled via a new club structure. | | | <input type="checkbox"/> National Training and Education Framework Workshops. |
| | | <input type="checkbox"/> Initiate and capacity build new disability sports supporting structures. | | | <input type="checkbox"/> Fighting Fit. <input type="checkbox"/> Special Schools Adapted Sports. <input type="checkbox"/> Sailability. <input type="checkbox"/> NGB Programmes. |

| Area | Focus | Action | Sought Outcomes | Partners | Programme |
|------------------------------------|--------------------------------------|--|---|--|---|
| 1.8 Women in Sport | Community based Meet and Train. | <input type="checkbox"/> Continued to support the couch to 5k type programme and the Mini Marathon culmination event. | <input type="checkbox"/> Sustainable semi-formal peer based activity programmes. | TSP, Sports Clubs, Community Organisations, NGBs | <input type="checkbox"/> Buggy Brigade. <input type="checkbox"/> Women in Sport, Tipp Mini Marathon, Women get Wet, Bike for Life, Meet and Train. |
| | | <input type="checkbox"/> Work with communities and schools to provide alternative sports programmes for girls. | <input type="checkbox"/> Increased interest and participation amongst teenage girls. | TSP, Secondary Schools, Sports Clubs, NGBs | <input type="checkbox"/> Hoops for Girls. <input type="checkbox"/> Teen Fit for Schools. |
| 1.9 Teenage Girls | Attractive sports programmes. | <input type="checkbox"/> Continued links with the Age and Opportunity initiative. | <input type="checkbox"/> Opportunities for improved levels of fitness, agility, balance and coordination amongst older people. | TSP, Age & Opportunity, HSE, Community Organisations | <input type="checkbox"/> Games for Life. <input type="checkbox"/> Go for Life Workshops. |
| | | <input type="checkbox"/> Provide support and programme resources to existing groups. <input type="checkbox"/> Develop links with new groups. <input type="checkbox"/> Deliver an annual Event day and festival. | | | |
| 1.10 Older People | Community Based Age and Opportunity. | <input type="checkbox"/> Continued links with the HSE to identify at risk groups, locations and appropriate supports/resources. | <input type="checkbox"/> Improved capacity of sports and community coaches to identify and support individuals with poor mental health. | TSP, HSE, Community Groups, Mental Health Ireland. | <input type="checkbox"/> QPR Programme. <input type="checkbox"/> HSE Connect for Life (Safetalk) Mental Health Ireland programmes. |
| | | <input type="checkbox"/> Support existing providers of sports and physical activity to meet the mental health needs of their participants. <input type="checkbox"/> Provide mental health awareness training. | | | |
| 1.11 Positive Mental health | Mental Health and Wellbeing Support. | <input type="checkbox"/> Identify sports and physical activity providers offering discounted rates for social welfare recipients. <input type="checkbox"/> Promote and increase awareness regarding these relevant providers. | <input type="checkbox"/> Greater participation in sports and physical activity by jobseekers. | TSP, Sport Providers | <input type="checkbox"/> Jobseekers: Link 2 B Active. |
| | | | | | |

Strategic Objective 2: Sustainable Infrastructure.

We encourage and support the best use of the existing natural, built and organisational infrastructure by advocating and assisting in the planning and development of new sustainable infrastructure.

In this area of responsibility we are guided by the principles of flexibility and inclusion such that publically funded or assisted sports infrastructure should be designed and operated for a range of sports and activities which are accessible by everyone in the community.



Best use of what we have, plan for what we need, multi-use and multi access.

It is important to acknowledge the many excellent sports facilities in County Tipperary which have been developed and operated successfully. Typically the success of these sports facilities is due to the dedication and hard work of volunteers in clubs and communities and often with the support of local agencies and the Local Authority. These volunteers and agencies are vital contributors to the existing and future sports and physical activity infrastructure which is required in County Tipperary.

Furthermore EU INTERREG funding, the LEADER Programme, the Local Authority Swimming Pool Programme, the Sports Capital Programme, the funding provided by the Department of Education and Skills and the finance provided by a number of Sports National Governing Bodies, form part of the multifaceted resources required for sports and physical activity in the County.

Support

TSP does not have access to a capital fund to develop additional sports facilities however we work closely with other stakeholders to identify and attract such funding. We are also aware that some sports facility developments are more urgent than others and hence we will continue to encourage, facilitate and support the development of infrastructure which is consistent with the priority sports facility needs of County Tipperary.

Partnership

We acknowledge that partnership is required to fully address all of the sports facility needs in the County. Local agencies such as the North Tipperary Leader Partnership, South Tipperary Development Company, Tipperary County Council, Tipperary Education and Training Board, LIT and a variety of sport National Governing Bodies, are increasingly collaborating and coordinating their sports infrastructure development objectives. TSP will continue to work with these agencies and support the realisation of a County Sports and Physical Activity Infrastructure Strategy.

Natural Facilities

The traditional indoor and field sport facilities are complemented by the increasing use of the outdoors for walking, cycling, kayaking and so on. Agencies and private landowners who provide permissive access across their land for walking trails, are important facilitators of outdoor physical activities while organisations such as the National Trails Office provide support for the development and promotion of these activities. TSP will continue to support the sustainable use of the outdoors as a venue for sport and physical activity.

Significant/Signature Infrastructure

Some sports infrastructure, which because of its scale, innovativeness or level of need, is of particular significance. The River Suir Blueway offers a venue for outdoor sports such as kayaking and stand up paddle boarding as well as river bank activities such as walking, jogging and cycling to a number of communities. These types of projects given their scale or sensitivity can be difficult for one organisation to identify or deliver. TSP can provide expertise for the conceptualizing and realisation of such signature infrastructure.

Organisational infrastructure, refers to the structure of the sporting organisations within the county, and this infrastructural element is considered in more detail in Pillar three.

Strategic Participation Goals

1. In collaboration with others, identify the priority infrastructure requirements and realistic mechanisms for their development.
2. Be discerning in the infrastructure developments which we support.
3. Continue to pursue and assist others in the sourcing of capital infrastructure grants.
4. Increase the access to and the sharing of sports facilities.
5. Monitor and respond to infrastructure and programming trends in outdoor recreation.
6. Develop guidelines for the sustainable development of new and upgraded facilities.

Outcomes

- A multiagency and community approach to identifying the sports and physical activity needs of the County.
- A sports and physical facilities strategic development plan for County Tipperary, which provides a basis for the allocation of public funding.
- Identify additional locations where different levels of sports and physical recreation facilities will be provided.
- TSP facilitating and collaborating in the development of priority sports infrastructure.
- An advisory service for those wishing to pursue funding opportunities for sports infrastructure.
- Monitoring and where appropriate the pursuit of National and EU funding opportunities for sports infrastructure in partnership with others.
- Identify and promote a facility multi-sport sharing policy and support measures.
- A facility multi-sport sharing requirement amongst sport funding providers
- Funding to upgrade those facilities which are not accessible to those with physical and other disabilities.
- A protocol to assist funders in assessing the suitability of proposed facilities for individuals with disabilities.
- Continued engagement and an annual partnership initiative with the Rural Recreation Officer (RRO), for County Tipperary.
- Protocols with regard to the use of sustainable energy, waste management and water management and their adoption by funders of facilities.

| Sustainable Infrastructure | | Actions | Sought Outcomes | Partners | Measure |
|----------------------------|----------------------------------|---|---|---------------|--|
| Area Focus | 2.1 Identify Facility Priorities | <ul style="list-style-type: none"> <input type="checkbox"/> Liaise with relevant other agencies and organisations regarding the development of a sports facility audit. <input type="checkbox"/> Identify existing audits of sports facilities and any gaps and with reference to an analysis template. <input type="checkbox"/> Identify a single or phased process to compile a complete audit and its resource requirements. | <ul style="list-style-type: none"> <input type="checkbox"/> An accurate profile of the existing sports facilities in the County. | TCC, TSP, HSE | <ul style="list-style-type: none"> <input type="checkbox"/> A formal audit document with details of all of the natural and built sports facilities in the County. |
| | | <p>Audit Analysis and Prioritising</p> <ul style="list-style-type: none"> <input type="checkbox"/> With the County Council as the lead agency, TSP will support the following: <ul style="list-style-type: none"> <input type="checkbox"/> Identify an appropriate analysis template for the audit such as the geographic spread, population density, sport diversity, competitive and recreational etc.). <input type="checkbox"/> Analyse the sports facility audit through the application of the template. <input type="checkbox"/> Identify the sport facility development priorities in draft form for consultation. <input type="checkbox"/> Complete a sports facility development priority plan. <input type="checkbox"/> Seek the adoption of the plan by the main providers of public finding for sports and physical recreation in the county and by those responsible for the approval of the provision of such facilities. <input type="checkbox"/> TSP will in partnership with other stakeholders identify and target the development of priority infrastructure. | <ul style="list-style-type: none"> <input type="checkbox"/> An enhanced ability to focus and prioritise future sports facility development in the County according to greatest need. | TCC, TSP, HSE | <ul style="list-style-type: none"> <input type="checkbox"/> A strategic County Sports Facility Development Plan. |

| Area | Focus | Actions | Sought Outcomes | Partners | Measures |
|--|--------------------------|---|--|---|---|
| 2.2 Multi Sport & Multi Access. | Best Practice Guidelines | <input type="checkbox"/> Provide support for the development and management of multi-sport facilities. | <input type="checkbox"/> More sports facilities which welcome a variety of sports/codes. | TCC, TSP, CARA, Sport Clubs, LIT, Community Organisations | Multisport facility development. |
| | | <input type="checkbox"/> In consultation with specialists TSP will identify and adopt existing best practice guidelines for cross community access/programming of sports facilities. <input type="checkbox"/> More cross community programming at sports facilities. | | | TSP multi-sport and multi access project involvement. |
| | | <input type="checkbox"/> Promote the role of the TSP as a support agent for multi-sport and multi-access facilities. | | | |

| Area | Focus | Actions | Sought Outcomes | Partners | Measure |
|--|---|--|---|----------------------------|--|
| 2.3 Monitor and Respond to Trends | Current developments in infrastructure and programming. | <input type="checkbox"/> Continued interaction with sports, education, health network. | <input type="checkbox"/> Continual adaption and improvement in sports facility development and programming. | TSP, TCC, STDC, NTLP, HSE | Annual infrastructure and programming development trends report. |
| | | <input type="checkbox"/> Six monthly review of a selection of sports infrastructure literature. | | | |
| | | <input type="checkbox"/> Annual attendance of TSP at a relevant sport infrastructure networking event or conference. | | | |
| | | <input type="checkbox"/> Integrate relevant trends within TSP actions. | | | |
| 2.4 Grant Support Process | Capital Infrastructure. | <input type="checkbox"/> Monitor annual capital infrastructure grant opportunities in Ireland and the EU. | <input type="checkbox"/> Securing additional sports infrastructure resources for the County. | DTTS, TCC, STDC, NTLP, TSP | Annual capital infrastructure grant list (Ireland and EU). |
| | Support Grants. | <input type="checkbox"/> Identify and provide appropriate supports for strategic priority sports facilities. | | | Strategic and non-strategic support policy. |
| | | <input type="checkbox"/> Identify and provide appropriate supports for non-strategic sports facility development. | | | Assistance provided to those wishing to make a funding application, where it is in accordance with the partnership's strategies. |

| Area | Focus | Actions | Sought Outcomes | Partners | Measure |
|---------------------------------------|--|---|--|---|--|
| 2.5 Infrastructure Development | TSP Sport Infrastructure Expertise. | <input type="checkbox"/> Continue to provide a perspective and expertise in sports infrastructure needs for the County. | <input type="checkbox"/> Increased sports infrastructure, in appropriate places, serving local community expectations. | TCC, TSP, Sports Clubs, Corporate Organisations, Community Organisations, STDG, NTLP. | <input type="checkbox"/> Completed projects such as the River Suir Blueway and the Clommel Sports Hub. |
| | | <input type="checkbox"/> Work in partnership with others to identify and drive new participation infrastructure development. | <input type="checkbox"/> Increased inward investment/funding for sports infrastructure. | | <input type="checkbox"/> Additional sport infrastructure in the County as prioritised. |
| 2.6 Outdoor Initiatives | Supporting outdoor sport* participation. | <input type="checkbox"/> Continue to assist in securing funding and undertake project management for appropriate Infrastructure projects. | <input type="checkbox"/> Enhanced integration between the various stakeholders and agencies in the prioritizing, development and use of sports infrastructure in the County. | | |
| | | <input type="checkbox"/> Continue to realise the various stages of development of existing TSP infrastructure projects. | | | |
| 2.6 Outdoor Initiatives | Supporting outdoor sport* participation. | <input type="checkbox"/> Continued interaction with the County Tipperary Rural Recreation Officer (RRO). | <input type="checkbox"/> Vibrant and year round use of the outdoor environment as a sports and physical activity venue. | TSP, STDG, NTLP, TCC, Sports Clubs, NGBS and the NTO. | Support six outdoor sport initiatives in County Tipperary. |
| | | <input type="checkbox"/> Identify relevant links with RRO actions/priorities. | | | |
| | | <input type="checkbox"/> Support existing and new outdoor facility development through animation programmes. | | | |

*Outdoor sports are defined by Comhairle na Tuaithe.

Strategic Objective 3: Training and Education

Our objective is to support the training and education needs of the volunteer coaches and administrators who are the sport-makers in our communities.

Coaching and governance training and experience networking.

Training

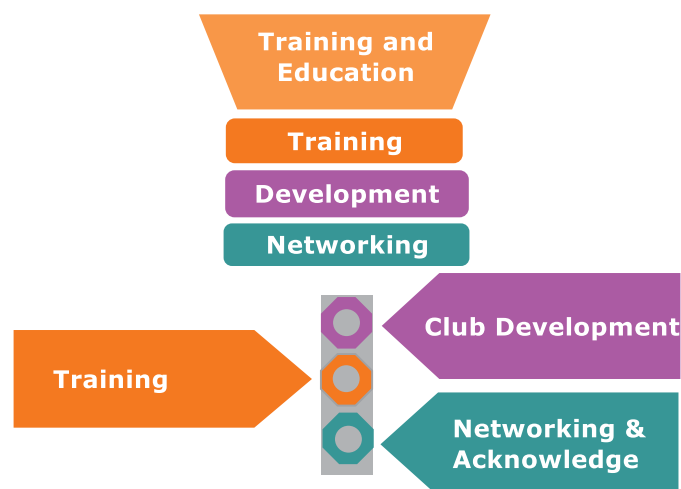
Participation in a sport or physical activity is more likely to be sustained where there is a quality of provision. The range of sports volunteers and sports staff in County Tipperary extends from new recruits to highly experienced coaches and it is important that these individuals are provided with the opportunity to acquire the sport and ancillary skills which underpin a quality coaching experience for their participants.

Governance and Development

In addition to appropriate infrastructure and quality coaching, the sustainability of clubs, sports facilities and casual sports participation is also dependant on the effectiveness of their administration and governance. TSP will support the effective planning, administration and volunteer support within sports organisations so that they can flourish and offer a positive and sustainable sports experience.

Networking

We are aware of the significant breadth and depth of experience and competence which exists in leisure centres, community centres and sports clubs in the County. A significant proportion of this experience is due to the motivated, informed and empowered volunteers who operate these facilities as coaches or administrators. TSP will continue to support these organisations volunteers and staff by linking and sharing our collective expertise.



Strategic Training and Education Goals

1. An annual timetable of TSP sports and physical activity training and education programmes, with reference to community and sports organisations needs.
2. A governance support strategy and support materials.
3. Increased networking between the various sports and education agencies in the County.

Outcomes

- Training and education priorities and training processes identified from the sports and physical activity stakeholders in the County.
- An annual timetable of coaching and ancillary training opportunities.
- Source a profile of best practice for community and sports clubs and organisations (see NGB Clubmark or Governance Code). <http://www.governancecode.ie/guidelines.php>.
- Distribute appropriate governance support templates which makes use of TSP and other stakeholder's expertise.
- Continued promotion and support of the National Standardised Disability Inclusion Training Framework.
- An annual networking event which supports the engagement of the various sports and physical activity providers in the County. Undertaken in collaboration with the County Tipperary Sports Linkage Group within the Public Participation Network (PPN).
- A club and community matching service between emerging and established sports and physical activity organisations in the County.

| Training and Education | | | | | |
|--|------------------------------------|--|--|----------------------------------|---|
| Area | Focus | Actions | Sought Outcomes | Partners | Measures |
| 3.1 Club Development | New and existing club Development | <input type="checkbox"/> With reference to community needs, identify sport and club gaps in the County. | <input type="checkbox"/> More diverse participation opportunities for our diverse community. | NGBs, Sports Providers, TSP, SI. | Two new clubs supported over the life-time of the plan. Responding to the development needs of existing clubs. |
| | | <input type="checkbox"/> Prioritise club development according to level of need and available development support. | | | |
| | | <input type="checkbox"/> Determine the existing and new club structures/types and champions. | | | |
| | | <input type="checkbox"/> Identify and roll out club development plan. | | | |
| | | <input type="checkbox"/> Highlight the role of ancillary training required such as Safeguarding 1-3 (previously Code of Ethics). | | | |
| | Club Governance and Administration | <input type="checkbox"/> Consult with emerging clubs regarding their administration and governance challenges. | <input type="checkbox"/> Effective sports clubs and organisations through appropriate administration and governance. | TSP, NGBs, Sport Providers, SI. | Formal governance and administration support guidelines. |
| <input type="checkbox"/> Identify best practice guidelines for club development and governance (NGB Clubmark and Governancecode.ie). | | | | | |
| <input type="checkbox"/> Identify the potential for simple support sharing between emerging and established clubs and organisations. | | | | | |
| <input type="checkbox"/> Provide governance and administration advice and identify support links between clubs as requested. | | | | | |

| Training and Education | | | | | |
|---------------------------|-------------------------|--|---|---------------------------------|--|
| Area | Focus | Actions | Sought Outcomes | Partners | Measures |
| 3.2 Network & Acknowledge | Annual Networking Event | <input type="checkbox"/> Identify the high level training needs amongst sports clubs and organisation in the County. | <input type="checkbox"/> Networking and communications across the various sports codes. | TSP, LIT. | An annual conference and networking event. |
| | | <input type="checkbox"/> Work with others to develop and promote an annual sports conference. | <input type="checkbox"/> Enhanced sports training provision. | | |
| 3.2 Network & Acknowledge | Acknowledge | <input type="checkbox"/> Acknowledge the pivotal role of Tipperary Sports Makers. | <input type="checkbox"/> Volunteer effort is recognised and appreciated by participants and their parents/caregivers. | TSP, Canon Hayes, Sports Clubs. | Volunteer in Sport Awards. |
| | | <input type="checkbox"/> Support the Volunteer in Sport Award process. | | | |

| Training | | | | | |
|--------------|---|--|---|--|--|
| Area | Focus | Actions | Sought Outcomes | Partners | Measures |
| 3.3 Training | Awareness of animator/coach training needs. | <input type="checkbox"/> Continued monitoring of club and organisation training needs particularly in non-sports specific areas such as Safeguarding 1- 3 (previously Code of Ethics), first aid and disability awareness. | <input type="checkbox"/> Informed and aware sports coaches and animators. | TSP, Sports Providers, NGBs, SI, Coaching Ireland. | Annual comprehensive training timetable. |

Strategic Objective 4: Information and Communications

The provision of sports and physical activity opportunities are starting points, we must raise awareness, and generate enthusiasm if we are to grow participation.

Gathering, Promoting and Listening.

Plan

Effective communications are the result of clear objectives, planned approaches and effort. Traditional and new media provide great communications opportunities but they also require ongoing effort and they have the potential to add to the often cluttered and overloaded information environment. TSP will collaborate with others to reimagine our communications approach and our annual communications plan.

Promotion Hub

TSP will in addition to promoting its own events and activities, we will continue to promote the relevant sports and physical activity events which take place throughout Tipperary. Ongoing attention and new promotional initiatives are required to reduce the effort of gathering and updating this information.

Listen

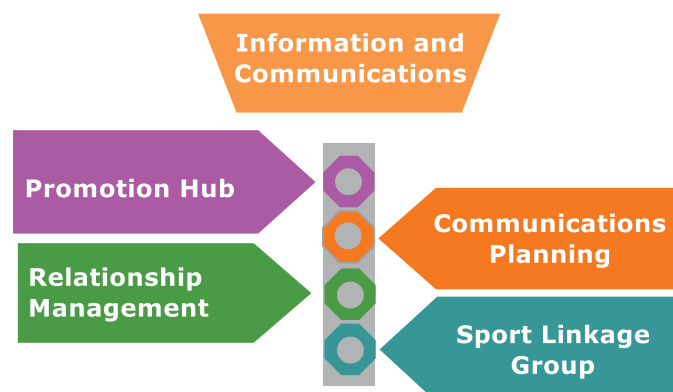
We need to be aware of the different community and population sport needs in Tipperary. As part of our open door policy we welcome the thoughts of individuals and communities in Tipperary so that we can adjust our understanding and advocate for these needs at a local and national policy level.

Relationships

TSP operates to the principle of partnership which is reliant on us building and managing effective relationships with communities, organisations and individuals. These relationships are what make us aware of the issues, they shape our actions and they link us to a variety of resources. We will continue to actively develop and manage these relationships so that we can continue to make best use of the opportunities and resources for sports and physical activity in the County.

Forums

TSP will continue to work closely with communities to identify their sports and physical activity needs and the most appropriate response to them. Community forums are an effective means of engaging with these community representatives and TSP will respond to the demand for their development.



Strategic Information and Communications Goals

1. Detailed and consistent communications to our various target populations.
2. Evaluate and reimaging our communications approach.
3. Identify additional communication partners or applications.
4. An enhanced use of social media as a sports and exercise training tool.
5. Collaborate with others to generate a sports and physical activity communications event hub.
6. Continue to engage with and listen to the communities, organisations and individuals in the County.
7. Actively manage our existing relationships and develop new ones as appropriate.

Outcomes

- Complete, deliver and review an annual communications plan.
- A review of our target populations and their use of communication channels including social media.
- Identify our priority social media channels and their associated target populations.
- Additional support to grow the volume of quality communications via our social media channels.
- A system to identify and produce sports and physical activity content for social media.
- Three annual social media training and advice events.
- Conclusions from discussions with other sports and physical activity providers regarding a county wide shared online event promotion source.
- Completion of the action plan arising from the discussions.
- Twice yearly community leader engagement process.
- Identify and categorise all existing and potential relationships between the TSP and relevant sports and physical activity agencies.
- Evaluate relationship status and prioritise any emerging relationship development or maintenance actions.

Information and Communications

| Area Focus | Actions | Sought Outcomes | Partners | Measures |
|-----------------------------|--|--|----------|---|
| 4.1 Communication Planning | <input type="checkbox"/> With reference to benchmark examples, identify our 'house style' and determine its appropriateness and consistency. | <input type="checkbox"/> Consistent and appropriate communications style/brand across TSP. | TSP | Formal house style outline. |
| | <input type="checkbox"/> Review our traditional communications channels (newspaper, post, email). | | | |
| | <input type="checkbox"/> Identify any required changes to our 'style, and outlets. | | | |
| Social Media Priorities. | <input type="checkbox"/> Identify appropriate social media benchmarks (other highly effective social media users). | <input type="checkbox"/> Effective and contemporary use of social media appropriate for a range of our target markets. | TSP | 40% increase in TSPs social media analytics criteria over the lifetime of the plan. |
| | <input type="checkbox"/> Evaluate these benchmark approaches and their analytics (click-throughs, page visits, likes etc.). | | | |
| | <input type="checkbox"/> Evaluate the potential of professional social media placement supports. | | | |
| | <input type="checkbox"/> With reference to our key markets, review and revise our current social media use. | | | Decision on the role of social media support services. |
| | | | | |
| Annual Communications Plan. | <input type="checkbox"/> Identify and timetable our typical annual communications needs across both offices. | <input type="checkbox"/> Timely and effective communications. | TSP | Annual Communications and Public Relations plan. |
| | <input type="checkbox"/> Develop an annual communications and Public Relations plan with monthly targets. | | | |

| Area | Focus | Actions | Sought Outcomes | Partners | Measure |
|---------------|------------------------------------|---|--|-----------------------|--|
| Promotion | 4.2 Promotion Hub | <ul style="list-style-type: none"> <input type="checkbox"/> Recreation sport information point. <input type="checkbox"/> Review the existing events promotion approach of the TSP. <input type="checkbox"/> Consult with sports event providers and participants regarding their promotion needs. <input type="checkbox"/> Identify the appropriate structures and resources which are required for a County sports promotion hub. <input type="checkbox"/> Roll out of revised promotion focal point. | <ul style="list-style-type: none"> <input type="checkbox"/> Easy access to information on recreational sports opportunities in County Tipperary for the general public. | TSP, Sport Providers. | Reconfigured event promotion structure and process. |
| | 4.3 Sport Linkage Group | <ul style="list-style-type: none"> <input type="checkbox"/> Supporting the 'bottom up' involvement of communities in sports. <input type="checkbox"/> Monitor the sports goals of the Public Participation Network (PPN). <input type="checkbox"/> Participate in and promote the Sport Linkage Group and continue to engage with sports clubs through this group. <input type="checkbox"/> Ensure the criteria for funding via the PPN is maintained/monitored. | <ul style="list-style-type: none"> <input type="checkbox"/> Increased community involvement and responsibility in directing local sport and physical activity. | PPN, TSP. | Realising the sports objectives of the PPN and their contributing communities. |
| Forums | | | | | |
| Relationships | 4.4 Relationship Management | <ul style="list-style-type: none"> <input type="checkbox"/> Regular monitoring and maintenance of the TSPs relationships with strategic partners. <input type="checkbox"/> Identify an appropriate partner management framework/structure. <input type="checkbox"/> Identify and categorise the existing partner relationships and expectations. <input type="checkbox"/> Time table the annual partner maintenance and development actions required. | <ul style="list-style-type: none"> <input type="checkbox"/> Continued clarity and realisation of our mutual expectations with partners. | TSP, Partners. | Annual partner relationship profile and priorities. |

Strategic Objective 5: TSP Structures and Administration

We will continue to make best use of our resources and attract additional ones so as to strengthen sports and physical activity development in the County.

Corporate governance

TSP will manage its structures, resources and relations in an effective and transparent manner so as to meet our obligations and balance the interests of our stakeholders.

Resource Management

TSP's key resources are our staff, administration structures and finances. We operate to a partnership model which is reliant on securing both local and national resources for our activities. We work with these local and national agencies and organisations to identify common objectives and we then deliver, coordinate or lead appropriate activities/programmes. Each year the opportunities to grow participation in sports and physical activity exceeds our resources and we continually seek to increase our resources from local, national and potentially European Union funding prospects.

Board and Partnership

The Board of the TSP comprises a number of local sports and agency partners and representatives. The individual Board members provide an external, informed and objective perspective for the Partnership, they act as its ambassadors and in some cases as funding partners. Their individual and collective expertise provides guidance and oversight for the Partnership and it is important that the Board continues to be supported and proactive in its responsibilities.

Structure

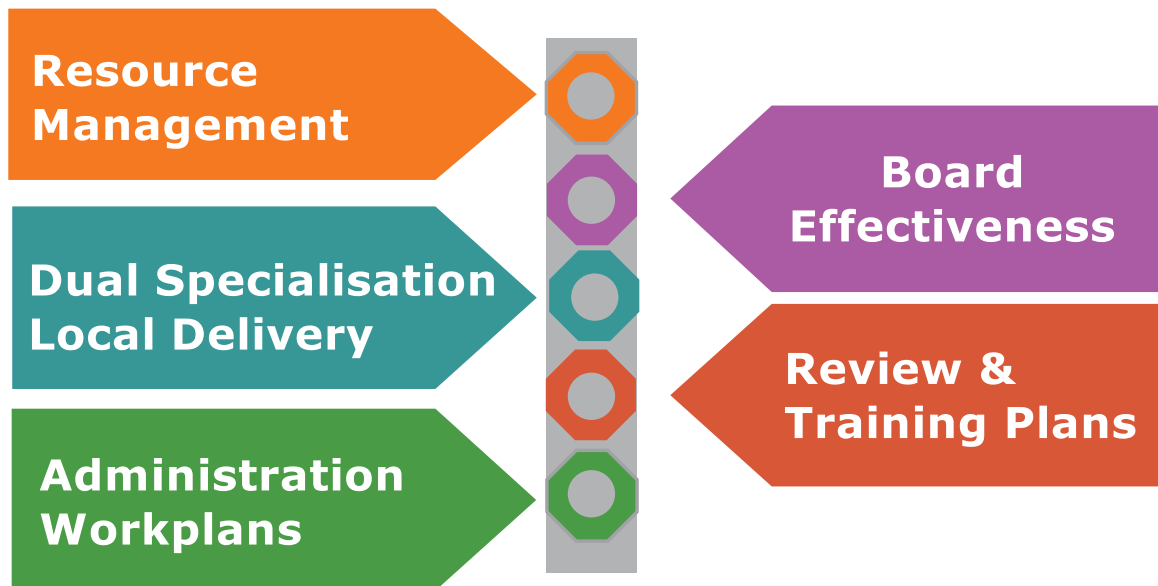
The TSP offices in Clonmel and Nenagh are responsible for the development and delivery of our activities in Tipperary. The Clonmel office specialises in the development of participation opportunities for the general population while the Nenagh office has a social inclusion through sport focus. This blend of local delivery and specialist oversight is challenging but effective. We will monitor and support this structure so that it continues to offer an effective range of sports and physical activity opportunities.

Administration and Planning

The TSP operates to a range of procedures and good practise guidelines which must be updated and verified via an annual workplan, reporting and review process.

Training

The staff of the TSP is continually tested to respond to opportunities and challenges some of which require additional knowledge and skills. An annual staff review and training plan is central to our staff continuing their professional development and growing the capacity of the TSP.



Strategic Goals

1. Continued adherence to good governance practice.
2. Support the ongoing professional development and updating of staff qualifications and experience.
3. Provision of induction and support for the Board of the TSP so that they may readily contribute their skills and experience to the Partnership.
4. Making best use of the time and skills of Board members.
5. Regular review and updating of the TSP operating procedures.
6. Ongoing monitoring and evaluation of the TSP local delivery and specialist oversight approach.
7. Continued adherence to good financial practices and contingencies.
8. An annual resourcing strategy with local, national and EU targets.

Outcomes

- The appropriate and transparent use of TSP resources.
- Annual staff evaluation and individual staff training goals and programme.
- Clarify and communicate our sought responsibilities for the different Board positions.
- Continue to revise and update the Board induction programme so that new Board members can readily integrate with the Board.
- Annual Board governance self-assessment process.
- Board member ambassador role identified and encouraged.
- Maintain Board meeting preparation and communications process.
- Continue to generate Board sub groups as required.
- Identify potential co-opted Board members for specific tasks.
- Continued timetable of monitoring and updating of TSP operating procedures.
- Twice yearly review of the practical and strategic issues arising from the Blended Social Inclusion and Mass Participation approach of the TSP, facilitated by an appropriate Board Member.
- Maintain current financial good practice actions.
- Annually identify potential additional revenue sources in partnership with appropriate Board members and an appropriate action plan.
- With reference to the programming and infrastructure development targets, monitor twice yearly the National and EU resourcing opportunities and identify an appropriate action plan.

Structures and Administration

| Area | Focus | Actions | Sought Outcomes | Partners | Measures |
|--------------------------------|--------------------|---|---|--|---|
| 5.1 Resource Management | Securing Resources | <input type="checkbox"/> Prioritise local sports and physical activity programming requirements and their associated costs. | <input type="checkbox"/> Appropriately funded responses to local sports needs. | TSP, SI, TCC, Local & National Organisations, Corporate Organisations. | Annual programme funding plan and outcomes. |
| | | <input type="checkbox"/> Continued monitoring and pursuit of funding opportunities. | | | |
| | | Finance | <input type="checkbox"/> Continue to proactively monitor TSP finances. <input type="checkbox"/> Continued prudent financial oversight. | <input type="checkbox"/> Robust financial management and sustainability. | TSP, TCC. |
| 5.2 Board Effectiveness | Governance | <input type="checkbox"/> The Board will continue to provide strategic leadership and oversight of the TSP. | <input type="checkbox"/> Continued proactive and effective governance. | TSP, TCC. | Applied Governance Code. |
| | | <input type="checkbox"/> The Board will review the present Governance Code and its appropriateness for the work of the Partnership. | | | Corporate, HR, Procurement, Health and Safety, Risk Management, Finance and similar reports and activities. |
| | | <input type="checkbox"/> The Board will continue to oversee compliance with the corporate operating practices and procedures of Tipperary County Council. | | | |
| | | <input type="checkbox"/> The Board will continue to monitor and respond to the Annual Operations Plan of the TSP, as well as the financial and progress reports of the executive. | | | |

Structures and Administration

| Area | Focus | Actions | Sought Outcomes | Partners | Measures |
|---|----------------------------|--|--|----------|------------------------------------|
| 5.2 Board Effectiveness (Contd) | Role and Structures | <input type="checkbox"/> Identify and communicate specific expectations for individual Board positions. | <input type="checkbox"/> Clear Board roles and structures. | TSP | Annual Review. |
| | | <input type="checkbox"/> Annual review of subcommittee structures. | | | Board reports and meeting minutes. |
| | | <input type="checkbox"/> Continue to prepare and distribute our Board meeting Financial Report and Progress Reports. | | | |
| 5.3 Dual Specialisation, Local Delivery | Clarity and Effectiveness. | <input type="checkbox"/> Continued parallel approach to social inclusion and general participation. | <input type="checkbox"/> Optimum realisation of the TSP remit. | TSP | Annual review and amendments. |
| | | <input type="checkbox"/> Six monthly review of this approach and amendments as required. | | | |

| Area | Focus | Actions | Sought Outcomes | Partners | Measures |
|------|---|---|---|----------|--|
| 5.4 | Administration Work plans updating of operating procedures. | <input type="checkbox"/> Continue to update and complete the programme monitoring procedures of the TSP. | The efficient operation and reporting on the TSP's activities. | TSP, TCC | Sports element of the Tipperary County Council Cultural Team Development Plan. |
| | | <input type="checkbox"/> Continue to adhere to the County Councils Corporate Development Plan and Cultural Team Development Plan (TDP). | | | |
| 5.5 | Staff and Board Review and Training Plan with the changing sports administration environment. | <input type="checkbox"/> Undertake an annual review of individual staff including their training needs and complete individual staff Personal Development Plans (PDPs). | Continuing professional development of TSP staff. | TSP | Staff PDPs |
| | | <input type="checkbox"/> Undertake an annual review of Board training and support needs. | | | Board training and support plan. |
| | | <input type="checkbox"/> Identify any gaps in the Board's skillset and any appropriate training or information sessions required. | | | Annual staff/Board training plans and budget. |
| | | <input type="checkbox"/> Identify and realise an annual training plan and budget. | | | |
| 5.6 | Monitoring and Evaluation | <input type="checkbox"/> Maintaining an oversight of the impact of our programmes and the work of the TSP | Ensuring best value and best practice in the operations of the TSP and in the relevance/delivery of our programmes. | | 'Monitoring tools' profile and options list. |
| | | <input type="checkbox"/> Continue to evaluate the programmes and activities of the TSP | | | Annual Speak Report. |
| | | <input type="checkbox"/> Continue to prepare for and administer the SPEAK report. | | | |

National Physical Activity Plan Links

The following are the links between the TSP Action Plan and the eight NPAP

| No. | NPAP Thematic Action Areas | Focus | Action Plan Reference |
|-----|--|--|--|
| 1 | Public Awareness Education and Communication | Irish people will better understand the health benefits of physical activity and how to be more active in their daily lives. | 3.2, 3.3, 4.1, 4.2 |
| 2 | Children and Young People | Children and young people learn the necessary skills for confident engagement with physical activity and will have opportunities to adopt an active way of life. | 1.3, 1.4, 1.5, 1.8 |
| 3 | Health | The health service will promote greater awareness and understanding of the health benefits of physical activity and deliver programmes to encourage increased participation. | 1.10, 1.11 |
| 4 | Environment | Ireland's natural and built environments promote increased levels of physical activity. | 1.3, 2.1, 2.2, 2.5, 2.6, |
| 5 | Workplaces | Employers will make it easier for people to be more physically active as part of everyday working lives. | |
| 6 | Sport and Physical Activity in the Community | Local stakeholders work together to promote active communities and increase physical activity levels among all members of the community with a particular focus on disadvantaged areas, people with disabilities, older people, and those who are otherwise socially excluded. | 1.1, 1.2, 1.3, 1.6, 1.7, 1.8, 1.9, 3.1, 4.3, 5.3 |
| 7 | Research, Monitoring and Evaluation | Increase the efficiency and effectiveness of public measures through the monitoring and evaluation of participation, policies and programmes relating to physical activity. | 2.3, 2.4, 3.2, 3.2, 5.1, 5.4, 5.6 |
| 8 | Implementation through Partnership | Leadership, coordination and oversight will drive implementation of this Plan and will include representation from key stakeholders. | 2.2, 3.1, 4.4, 5.2, |

Note that a number of the actions can be linked across most of the NPAP Themes, for example health and partnership. However, for the sake of effectiveness the Action Plan elements have been limited to those Themes which are particularly relevant.

Appendix 1

County Tipperary Local Economic and Community Plan (LECP)

This plan recognises the importance of social inclusion and the 'Quality of Life' framework of Belonging, Becoming and Being and the TSP understands that sport and physical activity is a key means of realising these framework elements and supporting the following quality of life criteria.

- A strong vibrant community life which is reflective of the population structure
- A good quality environment
- Access to key services
- Access to fulfilling life activity, including work opportunities
- A range of appropriate community facilities and supports
- A perception of a reasonable level of safety and security

The LECP identifies specific sports targets which are consistent with the role and focus of the TSP, such as:

- 1200 hard to reach young people will be supported to participate and engage in social, recreational, sporting, cultural or community activities on an ongoing basis.
- Support programmes that build the skills and capacity of young people in the travelling community, young people with disabilities and other marginalised young people to participate and engage in all aspects of life.
- Arts, Heritage & Sports Plans to prioritise some actions around rural youths and those in 10 – 18 year cohort.
- Support disability awareness training and policy development amongst the community and voluntary sector especially in relation to encouraging participation and inclusion in sports, cultural and social activities.
- Develop and implement a whole county plan in relation to participation in sports and physical activity with particular focus on hard to reach target groups.

Appendix 2

Abbreviations

| Abbreviation | |
|--------------|--|
| CARA | Centre for Adapted Physical Activity in sport. |
| CYTE | Clonmel Youth Training Centre |
| HSE | Health Service Executive |
| LIT | Limerick Institute of Technology |
| NGBs | National Governing Bodies |
| NTLP | North Tipperary Leader Partnership |
| NTO | National Trails Office |
| PPN | Public Participation Network |
| SI | Sport Ireland |
| STDC | South Tipperary Development Company |
| TCC | Tipperary County Council. |
| TETB | Tipperary Education & Training Board |
| TRYS | Tipperary Regional Youth Services |
| TSP | Tipperary Sport Partnership |
| WSTYS | Waterford South Tipperary Youth Service |



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