




# Donegal Sports Partnership

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Company Reg. No. 6378628M



# Active Donegal

Strategic Plan 2011-2014





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*Plan prepared with the assistance of Claire McDonough, Strategic Planning Consultant and Robert Crowe, Copius Consulting*

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## Message from Eamon Harvey, Chairperson, Donegal Sports Partnership

As Chairman of Donegal Sports Partnership (DSP) it gives me great pleasure to present the Company's newest Strategic Plan 'Active Donegal' 2011-2014. This plan has been prepared following lengthy consultation with stakeholders and seeks to sustain the positive work being developed under the Donegal Sports Partnership banner. The feedback from the sporting community following the review of previous plans has been extremely positive and highlights the professional approach to sports development being implemented by the Board and DSP staff.

Sport and physical activity play a huge part in the lives of people in County Donegal and the growth of participation is evident through the numbers who are now walking, jogging, running and cycling all across the county. The DSP has played its part in providing these opportunities through its dedicated participation programmes and education and training element, it is now more important than ever given the economic downturn to provide many more opportunities to allow those that may be burdened to gain the benefits from sport and exercise.

I would like to pay tribute to the John Treacy, CEO of the Irish Sports Council for his vision in developing the Local Sports Partnership network in Ireland and to all the agencies that provide funding both national and local to sport and physical activity.

To my fellow Board members who support the governance of the organisation and to the Coordinator and Staff of the Donegal Sports Partnership Offices in Letterkenny for their enthusiasm and dedication to the programme, my sincere thanks.

We now continue on in a positive and productive manner to ensure the implementation of the visions and goals of Active Donegal 2011-2014.

*Eamon Harvey*



## Message from John Treacy, Chief Executive, Irish Sports Council

Since its establishment in 1999, the Irish Sports Council has produced four strategies and its fifth strategy will be completed shortly. Central to these strategies has been the importance of establishing a sustainable national structure for local sports development to increase and then maintain levels of sports participation.

This is the third strategy of the Donegal Sports Partnership. In working towards the vision of sport and physical activity as part of daily life for everyone in Donegal it is pleasing to note the strong emphasis placed by the Committee on capacity building within local communities. This is essential to support sustained increases in participation in sport and physical activity amongst the target groups. The successful implementation of this strategy will be dependent on robust measurement and monitoring of progress made over the next three years.

This document is the final product of an intensive process of examination, evaluation, consultation and discussion in the future direction of Donegal Sports Partnership and sport, recreation and physical activity in Donegal. I would like to thank all those who contributed to the strategy process and I wish everybody involved in the Donegal Sports Partnership all the best for the future.

*John Treacy*



## Message from Myles Sweeney, Coordinator, Donegal Sports Partnership

Active Donegal 2011-2014 provides Donegal Sports Partnership with an important planning tool for its future. The last number of months has allowed us a period to reflect on what has been achieved in the company over that last number of years through the various programmes established and partnerships developed. The results of the review have been positive with many goals achieved and targets reached however we are also conscious that there is much more that can be achieved.

In the current economic climate there is a need to be practical and prudent with our work planning; developing strong relationships with all our partner agencies to ensure that funding sourced to the region is spent in an efficient and effective manner.

Through our consultation phase in preparing our document many new ideas to support further participation in sport and physical activity have been highlighted and these have been integrated through the four pillars of the strategic plan, Active Sports, Active Schools, Active Communities and Active Partnerships.

In retaining this format from the past we are confident that this plan can direct us to sustain our current provision, and also allowing us the necessary scope to embrace any new opportunities which may become available in future years. We acknowledge that there will be future challenges within the plan but believe that working in the true spirit of partnership that we achieve our goals over the next four years.

I would like to pay tribute for their support to our Chairperson, Eamon Harvey and the Board of Directors who represent many of the key statutory agencies in Donegal and to the communities who are represented through the five Council areas, all share a passion for developing and supporting sport and physical activity.



To the Irish Sports Council (ISC) our main funding agency and especially the participation unit who provide us with advice and support on an ongoing basis and to all the other agencies who funded many of our local and cross border programmes in the past and hopefully into the future our sincere thanks.

The support of the National Governing Bodies of Sport (NGB's), Tutors and Coaches and Community groups has grown with many good working models established, I would like to thank them for their input into our plan and for their continued support.

The administration and project staff of the Donegal Sports Partnership, who goes beyond their roles to provide a professional and quality service to the sporting community in the County and finally to Claire McDonough who facilitated the development of this document and Robert Crowe of Copius Consulting in Belfast who provided facilitation during the consultation process.

We now look forward to implementing the actions outlined across all four pillars of Active Donegal 2011-2014.

*Myles Sweeney*



## Introduction

Donegal Sports Partnership (DSP) was established in 2001 and over the past ten years has coordinated and supported the development of sport and physical activity in County Donegal. It also supports the development of initiatives which seek to increase participation in sport and physical activity especially among the many low participation target groups in line with national objectives.

DSP is an inter agency and multi-sectoral organisation established as a limited company with representatives from all the main statutory agencies and the community and voluntary sectors serving on a dedicated Board of Directors.

Many foundations were put in place during the first Strategic Plan 2002-2004, including prioritising actions around increasing physical activity and sport and raising the awareness of the benefits of exercise especially at primary school level. Focusing also on the provision of training and coaching programmes and a conscious raising of standards of best practice in sport through clubs and communities.

The second Strategic Plan *'Active Donegal'* 2006-2010 greatly expanded on these early foundations. The Plan and its successful implementation is centred around building the brand *'Active Donegal'* and ensuring its permeation through all work of the Donegal Sports Partnership, clubs, schools, local communities and local agencies and organisations.



## 1. Active Donegal

DSP has just completed phase two of its operation, from 2006-2010. This phase was characterised by the consolidation and strengthening of the work undertaken in the initial phase 2002-2004. Central to all DSP programmes, funding, workshops and events, is the *'Active Donegal'* brand.

*'Active Donegal'* is about helping clubs, schools and communities to increase and sustain levels of participation in sport and physical activity in County Donegal. The DSP remains committed to further strengthening and developing *'Active Donegal'* and to make its impact real through the following four pillars.

-  **Active Sports**
-  **Active Schools**
-  **Active Communities**
-  **Active Partnerships**

Key to the development and the implementation of this, the third Donegal Sports Partnership Strategic Plan, is to thread the ethos of *'Active Donegal'* through all four pillars by linking programmes across each to maximise impact, expertise and participation.

## 2. Building on Success

The implementation of the first Strategic Plan 2002-2004 provided a foundation for the work of the DSP going forward. It had a significant impact in increasing participation in sport and physical activity in the county especially through *'increasing levels of activity in primary schools, training teachers, raising standards and awareness of best practice and ethics in sport'*.<sup>1</sup>

The success of the first plan centred around establishing benchmarks for programmes and training, providing practical information and support to clubs and schools and through its office and staff, successfully becoming recognised as the coordinating and supporting body for sport and physical activity for the county.

The implementation of the 2006-2010 Plan was built on this very solid foundation by prioritising the development of the 'Active Donegal' brand at the centre of all activities. A formal review of Active Donegal 2006-2010 Strategic Plan was conducted in early 2011 and noted that 45 initial targets were set out against the four pillars of the plan of Sports, Schools, Communities and Partnerships. The vast majority of these targets were reached or surpassed by the end of 2010. Those that were not, were either changed into different programmes or were no longer relevant.

<sup>1</sup> Donegal Sports Partnership, Active Donegal Strategic Plan 2006-2010, p.5

The Review noted that one of the most striking aspects of the implementation of this Strategy was its flexibility and in particular, the number of additional projects which were developed as a result of funding opportunities. This doubling of effort, opportunity, interest and implementation is a genuine testament to the flexibility of the Strategic Plan, as well as to the commitment of the DSP Board and its staff. The following section highlights a selection of the key outcomes reached and illustrates at-a-glance some of these successes.



## Review of DSP's 'Active Donegal' Strategic Plan 2006-2010 - Table of Highlights:

### Active Sports:

- 247 sports clubs received €103,000 under the Club Development Grants Scheme 2006-2010
- 680 coaches have been trained under the Club Development
- In 2009 alone 6500 people took part in the participation initiatives under Club Development Grant scheme
- 1,600 club personnel have completed child protection training under the Code of Ethics and Good Practice for Children's Sport
- 33 new minority sports clubs established through DSP support
- 44 new club Children's Officers have completed training under the Code of Ethics and Good Practice for Children's Sport
- 100 club personnel have completed disability awareness in sport training
- 27 new club/school initiatives established
- 500 participants in disability sports related training (SIDO)

### Active Schools:

- 81 pre-schools have completed Buntús Start training
- 1,056 primary school personnel have completed Buntús training
- 1,000 girls from 16 post primary schools have participated in the Girls Active Programme
- 130 primary school teachers participated in the DSP annual summer in-service programme in partnership with the Donegal Education Centre
- 135 LYIT students completed the Sports Disability Module
- 6 schools have received their Active Schools Flag in Donegal with the support of the DSP
- 800 young people participate in post primary schools cross border programmes



## Review of DSP's 'Active Donegal' Strategic Plan 2006-2010 - Table of Highlights:

### Active Communities:

- 3013 people have participated in Donegal Walking Week coordinated by DSP
- 15 new walking groups established with the support of the DSP
- 287 young people have participated in cross border sports and leadership programmes
- 374 traveller girls and women have participated in sport and physical activity programmes in partnership with the Donegal Travellers Project
- 1056 women have participated in Women in Sport Projects throughout the county
- 200 older adults have participated in Go for Life projects in partnership with the HSE
- Development of dedicated walking website for County Donegal - [www.letswalksdonegal.com](http://www.letswalksdonegal.com)
- 550 people participated in sport through the Sports Inclusion Disability Officer Programme from 2008

### Active Partnerships:

- DSP have developed new opportunities for investment including strengthening links with IFI, Donegal Peace Programme, Pobal, DLDC, as well as strengthening the existing links with the ISC nationally
- DSP have developed two additional key projects targeting people with a disability and a cross border / community project employing an additional two project workers
- DSP have strengthened the links with NGB's of sport through sharing facilities at the company offices
- DSP Board have developed a draft corporate governance handbook to be fully implemented during the next strategy
- DSP maintains effective IT, communications, reporting, record keeping and financial systems



### 3. Strategic Direction

The DSP Board of Directors has set out a number of key priorities over the lifetime of this strategic plan 'Active Donegal 2011-2014'. Against the backdrop of the successful implementation of the previous Strategic Plans, many challenges face the DSP and its future sustainability, these include:

- Sustaining existing funding allocations in order to retain current staffing levels and to deliver on annual action plans.
- Maintaining and strengthening the quality and delivery of our education and training programmes.
- Strengthening the effectiveness and efficiency of the corporate governance of the company.

Further strategic priorities include:

- Future sustainability of the DSP including, identifying future long term resources and income generation, strengthening corporate governance and legal and audit requirements.

- Working towards the future consolidating 'Active Donegal' by:
  - Delivering quality programmes through 'Active Sports', 'Active Schools', 'Active Communities' and 'Active Partnerships'
  - Continue to market 'Active Donegal' by introducing communities, groups, workplaces to 'Active Donegal' brand.
- Continuing to support the delivery of quality education and training.
- Supporting Member Agencies to participate fully in the implementation of the DSP by encouraging them to take ownership of it by integrating it into their own work programmes, particularly the implementation of Active Donegal
- Sustaining and developing strategic relationships with the Irish Sports Council, National Governing Bodies of Sport, Government Departments (including the new Department of Children) and Crossborder Agencies etc.
- Specific programme areas identified and prioritised during the third Strategic Plan; these will be included in each Annual Action Plan.



## 4. Strategic Context

Donegal Sports Partnership is very aware of the strategic context in which it operates. The importance of its relationships with partners in the local community, clubs, schools and groups, with statutory and crossborder agencies either through local, regional and national organisations, including NGB's and the ISC, is central to all its operations.

This Strategic Plan has been developed within this framework and in such a manner as to compliment and reinforce the strategic plans, operational programmes and performance indicators as set out by these partners. In particular the strategic framework set out by the Irish Sports Council, the National Governing Bodies of Sport and the Donegal County Development Board is considered strategic priorities. In addition, the newly created Department of Children will create further opportunities to highlight and strengthen work with Children and Young People.

In order to demonstrate its commitment to working with and contributing to a range of local, regional and national strategies, the Donegal Sports Partnership has identified a number of key documents that it feels it's new strategic plan will contribute to. The following summary clearly outlines the range of the strategies and policy documents (Northern and Southern Ireland) that will be impacted by the Partnership's delivery. It is important to note that this list is not exhaustive but acts as a mere indication of the most relevant documents.



### National Sports Specific Strategic Plans

Irish Sports Council: Building for Life Strategy 2008-2011  
IRFU Strategic Plan 2008-2012 (Building on Solid Foundations; Quality, Preparation and Performance at All Levels)  
Football Association of Ireland: Football for All Programme  
The GAA Strategic Vision and Action Plan 2009-2015  
Athletics Ireland: From First Steps to Full Strides 2008-2012  
Coaching Ireland: Plan for Success

### Local, Regional & National Plans & Funding Bodies

OFMDFM – A Shared Future  
SEUPB Operational Plan and Donegal Peace III Actions Plan 2011-2013  
Failte Ireland Strategy Statement 2010-2012  
Northern Ireland Tourist Board Corporate Plan 2008-2011  
The Donegal Peace III Action Plan 2008-2010: *'Sharing the Learning'*

### Member Agency Strategic Plans

Donegal County Development Board  
Donegal County Council  
Heath Executive Service (West)  
FÁS  
Udaras na Gaeltachta  
Inishowen Development Partnership

### Community & Voluntary Sectors

Donegal Youth Council  
Donegal County Forum

## 5. Benefits of Sport & Physical Activity to the wider Community

This section has been designed to demonstrate the potential contribution of the Donegal Sports Partnership and its new strategy to a range of local, national and regional policy documents. It is widely documented that sport is a fundamental contributor to the well-being of people and towards sustainable diverse communities. The information below highlights some of the general benefits and impacts of sport on a range of social agenda.

**Health:** Participation in sport and recreation has long been associated with benefits to health. This relationship is now backed by a strong body of research evidence which suggests that significant health gains are not limited to vigorous physical activity but may also be achieved through frequent moderate levels such as, cycling or brisk walking.

**Social Inclusion:** The potential for sport and recreation to change lives arises in it's capacity to dispel ignorance, challenge prejudice and allow individuals to realise their full potential. Where programmes and initiatives have targeted areas synonymous with high levels of deprivation, the general positive outcomes reported include an increase in confidence, self-esteem, trust and self reliance.

**Community Engagement:** Delivering sport through a sound ethical framework can encourage self-respect, self esteem, and confidence and leadership abilities. Sport has long been recognised as a powerful tool in the creation of community engagement, promote community spirit, volunteerism and collective effort.

**Economic:** Sport has the potential to create economic benefits. Where investment in large-scale regional sports facilities has enhanced the physical fabric of communities, stimulating the economy, improving the area's image to outside investors and tourists. In addition to the economic regeneration benefits, substantial savings can be made in the economy from the health gains associated through regular participation in sport and recreational physical activity.

**Education:** Sport can play a key role in education and educational attainment given the positive impacts it can have on young people's physical, psychological and social development. The positive qualities, skills and experiences displayed by those who have played and participated in sport are synonymous which includes self belief, determination and motivation.

**Environment:** Sport provides opportunities to maximise usage of natural landscapes/surroundings through a variety of activities. It can attract participants, spectators and visitors to areas that may have ordinarily not had the opportunity to avail of this previously. Hence the potential exists to increase access to new and novel sports, enhance tourism, access various funding opportunities, increase promotion and profile of sport in general.



## 6. Vision & Goals

### Vision

Our vision for Active Donegal is:

-  Active Sports
-  Active Schools
-  Active Communities
-  Active Partnerships

### Mission

The Donegal Sports Partnership's mission in the lifetime of the third Strategic Plan 2011-2014, is to:

*"Ensure the sustainability of the Donegal Sports Partnership's future, in order that it can continue to build capacity within sports, schools and communities and supporting them in their strengthening of 'Active Donegal'".*

### Goals

The goals of the Donegal Sports Partnership are:

- Active Donegal 2011-2014 will focus on those with traditionally low participation rates in sport
- To be strategic in targeting and supporting specific low participation groups especially those in disadvantaged areas
- To be innovative and take advantage of partnership, development and funding opportunities which may become available

### Core Values

Donegal Sports Partnership will continue to operate core values of:

*"Openness, equality, effectiveness, efficiency and inclusion in supporting and encouraging people to participate in sport and physical activity in County Donegal."*

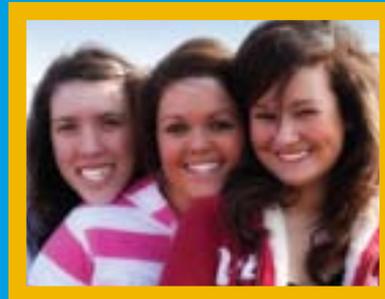




## ***Key Strategic Areas***

**We will work to achieve our vision and goals through four main pillars**

-  ***Active Sports***
-  ***Active Schools***
-  ***Active Communities***
-  ***Active Partnerships***



## 7. Key Targets & Performance Indicators

It is vitally important to the Donegal Sports Partnership that the implementation of this Strategic Plan can be easily assessed on an ongoing basis. During the period 2011-2014, the DSP through its own programmes, events and training, as well as through club, school and community partners has set down the following clear performance indicators and targets:

### 7.1. Active Sports

Target Indicator	Baseline 2006-2010	Target 2011- 2014
DSP Club Development Programmes:		
1. Number of clubs accessing DSP Club Development Grant	247 Clubs	200 Clubs
2. Level of funding allocated to clubs under the Club Development Grant annually	€103,000	€60,000
3. Number of coaches trained through Club Development Programme and support projects	410	Maintained
4. Number of people participating in programmes under DSP Club Development Programmes	5,000pa	5,000pa
DSP (Participation, Education & Training Programmes):		
5. Number of DSP Tutors maintained overall	130	130
Child Protection in Sports Awareness Workshops:		
6. Number of Sessions completed	103	80
7. Number of participants trained	1,600	1,200
Children's Officer Training:		
8. Number of Courses completed	2	4
9. Number of participants trained	44	60
Occupational Sport First Aid Courses:		
10. Number of short courses (7hrs) held	6	24
11. Number of long courses (20hrs) held	4	16
12. Number of participants trained	120	300
Partnership Programmes with Minority Sports, School/Club Links and NGB's etc:		
13. Number of new minority sports clubs established:	33	24
14. Number of new school - club links established	27	24
15. Number of school - club links maintained	27	51

**7.1. Active Sports cont.**

Target Indicator	Baseline 2006-2010	Target 2011- 2014
16. Number of sports development programmes delivered in partnership with the NGB's	10	40
17. Sports Engagement Strategy developed	Produced	Developed
18. Sports Engagement Strategy distributed to clubs & groups	No baseline	All clubs & groups
19. Club Development Toolkit developed and published	No baseline	Developed
20. Club Development Toolkit training developed and delivered to clubs & groups	No baseline	15 clubs/groups trained
Active Donegal Week 21. Number of Clubs participating	No baseline	200
Sports Inclusion Disability Officer: Participation, Education & Training Programmes for those with physical & sensory, intellectual, medical and mental health difficulties 22. Number of people participating in programmes under the SIDO Project	2008-2010: 1,100	1500
Community Relations Through Sports: (Participation, Education & Training Programmes): 23. Number of people participating in programmes under the CRTS Project	1050 participants (from 2008)	250



**7.2. Active Schools**

Target Indicator	Baseline 2006-2010	Target 2011-2014
Buntús Programmes	81	35
1. Buntús Start: Pre-school training programmes		
2. Number of schools participating in Buntús Refresher Programmes (Primary Schools)	10	100
Sports Specific Programmes in partnership with NGB'S of Sport: (Primary & Post Primary)		
3. Number of participants in sports specific programmes e.g. camogie, SpikeBall etc.	4	16
Teacher Education programmes: (Primary Schools)		
4. Fundamental Sports & Physical Education Programmes, Disability Awareness	80	60
5. Teachers In-service training etc.	200	120
School Participation Programmes: Girls Active and Boys participation programmes:		
6. Number of Post Primary schools participating in Girls Active Programmes	14	16
7. Number of Youthreach centres participating in Girls Active Programmes	2	5
8. Number of girls taking part in Girls Active programmes	1000	1000
9. Number of schools participating in Boys participation programmes		
10. Number of Youthreach centres participating in Boys participation programmes	No baseline	10 schools or centres
11. Number of girls taking part in Boys participation programmes		
Cross Border Schools Partnership Programmes (CRTS):		
12. Number of Primary Schools pupils participating in CRTS Programmes	800	800
13. Number of Post Primary Schools pupils participating in CRTS Programmes	270	200
Sports Inclusion Disability Officer Programmes (SIDO)		
14. Number of Primary School pupils participating in SIDO Programmes	72	150
15. Number of Primary School pupils participating in SIDO Programmes	42	
16. Number of Third Level pupils participating in SIDO Programmes	168	100
Active Donegal Week:		
17. Number of Pre-schools participating		20
18. Number of Primary Schools participating		100
19. Number of Post Primary Schools participating	No baseline	10
20. Number of Third Level Institutions participating		1
21. Number of Adult Education Centres participating		2
22. Number of Youthreach Centres Participating		3
Active Schools Flag in partnership with the DES: (Primary & Post Primary)		
23. Number of schools participating (promote awareness links)	2	24

**7.3. Active Communities**

Target Indicator	Baseline 2006-2010	Target 2011-2014
DSP Community / Groups participation programmes:		
1. Number of Community/Target Groups participating in DSP/ Active Donegal Programmes	80	80
2. Number of participants on Active Seniors Programmes	800	1200
3. Number of women participating in DSP Programmes	1000	1000
4. Number of travellers participating DSP Programmes (men, women and young people)	300	300
5. Number of People participating in Active Donegal Walking Initiatives	2100	2000
Active Donegal Week		
6. Number of Events held		200
7. Number of Community Groups participating	No baseline	200
8. Number of Individuals participating		5,000
9. Number of locations / facilities participating		200
Target Group prioritised annually and supports implemented under Annual Action Plan: Specific programmes will be identified and approved by the DSP Board in its Annual Plans. For example; people with disabilities, children and young people from disadvantaged areas, women and older adults and traveller participation programmes etc.	No baseline	As per annual Action Plan
Cross Border Schools Partnership Programmes (CRTS):		
10. Number of participating in CRTS in partnership with community groups	287	250
Sports Inclusion Disability Officer Programmes (SIDO): (including physical & sensory, intellectual, medical and mental health difficulties)		
11. Number of People with Disabilities participating in SIDO programmes	550	700



### 7.4. Active Partnerships

Target Indicator	Baseline 2006-2010	Target 2011-2014
1. DSP Gross Budget maintained	€400,000 annually	€400,000 annually
2. Corporate Governance Handbook adopted	Draft 1 of Handbook developed	Framework policy in place
3. Strengthening of DSP Board Structure – Members & Directors	Review discussions commenced	Agreed membership of Board of Directors (BOD) to improve representation
4. Improved efficiency of Board structure	Board structures working well	To improve DSP BOD efficiency and structures
5. Full time staff maintained	5	5
6. Strategic Plan 2011-2014 implemented	Targets identified across all four pillars – Annual Action Plan Review of progress 2013	Full implementation of Active Donegal 2011-2014
7. Risk Register in place	Draft policy document sourced	Fully implemented and updated periodically for compliance purposes
8. Internal Audit System in place	Donegal County Council providing assistance	Annual Internal Audit System in place
9. Operational Measures in place	Effective administration of the DSP	Maintain & improve DSP efficiency
10. Tutor Supports Programme implemented	Initial Tutor Network established in 2011	Tutors fully informed and skilled in the operations of the DSP and Tutor Network meeting regularly



## 8.1. Active Sports

### Overview

Sport has always had a vibrant presence in County Donegal and organised sport both competitive and recreational has proven an excellent way to get and keep people actively engaged in physical activity. The demand for high quality education & training workshops and support programmes has further strengthened the positive impact of sport within the community. The Donegal Sports Partnership will continue to support local sports clubs to raise awareness, promote best practice and increase participation by all.



### 8.1.1. Active Sport Programmes & Strategies

1. Club Development Programmes (including new and existing clubs/volunteers etc.)
2. Club Development Grant Schemes
3. Volunteer Management Programmes
4. Coach Development Programmes
5. Code of Ethics & Good Practice in Children's Sport (Child Protection and Children's Officer Training)
6. Lucozade Sport Programmes
7. Sports First Aid Programmes
8. Sports Leadership Training
9. Active Donegal Week
10. Sports Engagement Strategy

### 8.1.2. Active Sport Expected Outcomes

Increased participation through various targets groups of sport and physical activity

Greater numbers of tutors and coaches trained to approved NGB standards

Improved information on supports and facilities available to individuals, clubs and groups etc.

Greater policy awareness and implementation within sports clubs

Stronger club development structures

More inclusive sports clubs

Greater recruitment and management of sports volunteers

Stronger school/community/club links

Increased access to specific training needs and opportunities for clubs and volunteers

Increased participation in sports clubs, both competitive and non-competitive and across all major and minority sports.

### 8.1.3. Active Sport Implementation

The Active Sports Pillar will be delivered in partnership with tutors, coaches, sports development officers (NGB's) and DSP staff and Board

**The Club Development Programme** will assist and support clubs and organisations to establish and maintain vibrant clubs through the development and distribution of a Club Development Toolkit which will outline advice, best practice, guidelines and case studies of administration, finance, volunteer engagement, public relations, child and athlete protection, governance, etc. This will be supported with appropriate club volunteer facilitator training and through the maintenance of the annual Club Development Grant Scheme.

**Active Sports Pillar** to include measures such as the promotion of an annual Active Donegal Week and supporting schools to compete for an Active Schools Flag.

**Sports information** will include a 'Grant Tracker' (centralised information on funding opportunities for groups, clubs and schools), mapping of available facilities, groups and clubs throughout the county and coordination of up to date general information for groups, schools, clubs and individuals on available sports.

**A Sports Engagement Strategy** will be developed to help increase participation in clubs, community groups, schools and the wider community (see appendices 11.6. for further details).

DSP will continue to **deliver education and training programmes** to the highest standards to clubs, groups, communities, individuals, tutors and schools.

**Active Donegal Week:** Proposed week long calendar of events aimed at increasing participation in a diverse range of sports and physical activities throughout Donegal. (Refer to appendices 11.6. for further details)





## 8.2. Active Schools

### Overview

Working with children and young people, the Donegal Sports Partnership is committed to increasing participation as the basis for lifelong engagement in sport and physical activity and the maintenance of a healthy lifestyle. Schools are one of most successful vehicles in increasing awareness and participation in sport by children and young people, and as such the DSP will develop a variety of programmes and strategies including Active Schools, Buntús Start and In-service Training for educating staff. The excellent relationships developed with schools at all levels will be vital to this work. Building on previous Strategic Plans, the DSP will continue to work with other partners, including the Health Service Executive, Donegal County Council, Donegal VEC and National Governing Bodies of Sport to develop programs which promote sport and physical activity throughout the education sector.



### 8.2.1. Active Schools Programmes & Strategies

1. Ag Sugradh Le Cheile
2. Buntús Refresher Programmes
3. Buntús Start Programme
4. Teacher Training In Service Programmes
5. Girls Active & Boys specific participation programmes
6. Sports specific programmes (such as; camogie, boxing, cricket, dance, spikeball and olympic handball etc.)
7. SIDO Programme (Sportshall Athletics, olympic Initiative etc.)
8. CRTS Cross Community & Crossborder Programmes (such as; P3 and IFI programmes)
9. Sports Leadership (Young Leaders and Sports Leaders Level 1 Awards)
10. Active Donegal Week: Proposed week long calendar of aimed at increasing participation in a diverse range of sports and physical activities throughout Donegal. (Refer to appendices 11.6. for further details)
11. Education & Training for third level students
12. Sports Engagement Strategy

### 8.2.2. Active Schools Expected Outcomes

Increased participation by children and young people  
Increased standards in training and involvement by teachers in training and education programmes  
Improved involvement and participation of parents/guardians in DSP programmes and events  
Increased participation in sports and physical activity by children and young people with disabilities  
Increased awareness of children and young people of disability sports

Greater cross community and Crossborder links with local schools

Support more Schools to obtain the 'Active Schools' Flag in partnership with the DES

Increased involvement with the Donegal Youth Council

### 8.2.3. Active Schools Implementation

The Active Schools Pillar will be implemented in partnership with Pre-school, Primary, Post-primary schools, Third Level Institutions and Adult Education centres through programmes which:

Promote **increased participation** in sport and physical activity

Promote and encourage participation in events during **Active Donegal Week**

DSP will support schools to obtain an '**Active Schools Flag**' by linking schools to relevant DSP programmes, such as; Teacher In Service Training, Ag Súgradh Le Cheile and Buntús Refresher Training and so on

**Sports Leadership Programmes** will be implemented in Primary, Post Primary Schools and Third Level Institutions

To deliver education and training programmes to the highest standards to schools, clubs, groups, communities, individuals, tutors, schools and partnership with statutory agencies

To maintain and further **develop school/club links** and links with relevant NGB's

**A Sports Engagement Strategy** will be developed to help increase participation in clubs, community groups, schools and the wider community. (refer to appendices 11.6. for further details)





## 8.3. Active Communities

### Overview

Donegal has a proud tradition of involvement and engagement in sport and physical activity at community level. Many initiatives and programmes have been developed in order to reduce the barriers to participation of target groups in sport and physical activity at local level.

The DSP will build on existing relationships and promote programmes through its Active Donegal brand. To provide the necessary framework to target low participations sectors using established programmes such as, Sports Inclusion Disability Officer projects, Community Relations through Sport, Go for Life, Lets Walk Donegal and Women in Sport etc.

It is hoped that this can also be further supported by developing programmes that utilise the local environment including outdoor activities such as, walking, cycling and a new dedicated watersports programme.



### 8.3.1. Active Communities Programmes & Strategies

1. Active Donegal Week
2. Active Seniors Programme
3. Lets Walk Donegal (Walking Programmes - Green Prescription, Slí na Slainte, FitWalk etc.)
4. Sports Specific Programmes (Cycling, Cricket, Meet 'n' Train, Basketball etc.)
5. Traveller Participation Programmes
6. Water Sports Initiatives
7. Ethnic & Cultural Diversity Events
8. Community Relations through Sports Programmes
9. Sports Inclusion Disability Programmes
10. Women in Sports Programmes
11. Community Information Programme
12. Sports Engagement Strategy

### 8.3.2. Active Communities Expected Outcomes

Increased participation by the general population in sport and physical activity  
Increased participation by specific target groups in sport & physical activity  
Improved inter agency cooperation on existing programmes  
Increased opportunities availed of in areas of Eco-tourism and natural environment in emerging sports including walking, cycling and water sports etc.



### 8.3.3. Active Communities Implementation

The **Active Communities Pillar** will be implemented through enhanced working relationships with agencies and local community organisations in a variety of programmes, such as, traveller participation and Green Prescription programmes etc. The DSP will develop a new **Water Sports Programme** which will initially consist of a Swim Programme as a basis for developing a full water sports programme in conjunction with local groups, clubs, private enterprise and tourism bodies. The DSP will continue to develop the existing **Walking Programme** by supporting emerging groups with their development structure, promotion of activities and training etc. The DSP will continue to develop the existing **Cycling Programme** by supporting emerging groups with their development structure, promotion of activities and training etc. The **SIDO Project** will be maintained as the core vehicle for the increase of participation by people with disabilities (physical & sensory, intellectual, medical and mental health difficulties) as identified by the DSP in its annual plans. The **Community Relations through Sports Project** will be maintained as a core vehicle for the increase of participation by people in cross community and Crossborder events. **Active Seniors programme** will be maintained and developed work with older adult and active retirement groups. **Active Donegal Week:** Proposed week long calendar of events aimed at increasing participation in a diverse range of sports and physical activities throughout Donegal. **A Sports Engagement Strategy** will be developed to help increase participation in clubs, community groups, schools and the wider community. (Refer to appendices 11.6. for further details)



## 8.4. Active Partnerships

### Overview

Every organisation is faced with the issue of ongoing sustainability and financial challenges. The Donegal Sports Partnership recognises the critical importance of its future sustainability and the responsibility of successfully implementing this Strategic Plan 2011-2014. The DSP is committed to strengthening and expanding its work with ongoing commitment of its Board Members, staff and local agencies. During the lifetime of the third Strategic Plan, the DSP will concentrate on marketing the 'Active Donegal' brand as the overarching action.



#### 8.4.1. Active Partnerships Programmes & Strategies

1. Corporate Governance Strategy
2. Annual Action Plans
3. Communication and Networking Strategy
4. 'Active Donegal' Marketing Strategy
5. Information Databases
6. Financial Operations
7. Human Resources Strategy
8. Tutor Supports Strategy
9. Active Donegal Week
10. A Sports Engagement Strategy

Our Board Members are Representatives from the following agencies/ organisations:

County Donegal Vocational Education Committee  
Donegal County Council  
Health Service Executive (West) & Health Promotion Department  
Donegal County Development Board  
FÁS  
East Donegal Community Forum  
Donegal South Forum Ltd.  
North Donegal Community Network  
Inishowen Community Forum  
Foram na Gaeltachta  
Inishowen Partnership Company  
Letterkenny Institute of Technology  
People with Disabilities in Ireland Ltd (Donegal Branch)

#### 8.4.2. Active Partnerships Expected Outcomes

Guaranteed future sustainability of the DSP  
Clear agreements on the role of agencies  
Active membership by Board members  
Identify and sustain funding opportunities for existing and additional programmes  
Vibrant 'Active Donegal' brand

#### 8.4.3. Active Partnerships Implementation

The **Active Partnership Pillar** will be implemented by the Board of Directors and Coordinator

The DSP will implement various corporate actions including adoption of **Corporate Governance Handbook**, implementation of effective Board Structures, introduction of Internal Audit & Risk Assessment, Human Resource Policy etc

**Sports information** will include a 'Grant Tracker' (centralised information on funding opportunities for groups, clubs and schools), mapping of available facilities, groups and clubs throughout the county and coordination of up to date general information for groups, schools, clubs and individuals on available sports

The DSP will develop a **clear communications and networking strategy** in order to fully maximise two way information flow (including social media) with all partners and stakeholders, as well as coordinating a number of relevant networks including a DSP Tutors Network, P.E. Teachers Association etc.

A **Sports Engagement Strategy** will be pursued to increase participation in clubs at all levels through the preparation of a set of guidelines outlining practical actions for increasing participation and involvement in both sport and in the organisation of clubs by members, children and parents. This will help create 'buy-in' strategies from the various stakeholders

The DSP will develop and implement a full **marketing programme** for the Active Donegal brand, incorporating the Active Donegal Week **Tutors Supports** will be implemented by coordinating networking events, preparing a DSP Tutor Pack, comprising of all relevant information administration, finance, contact details and resources required

The **Annual Action Plan** proposes to break the Strategic Plan down into annual programmes, outlining actions, resources, targets and assigning responsibility for implementation. This will give both staff and the DSP Board the ability to plan ahead and also easily review the previous years achievements. In addition, this will record each action/project/event against a major strategic priority.

**Active Donegal Week:** Proposed week long calendar of aimed at increasing participation in a diverse range of sports and physical activities throughout Donegal.



## 9. Implementation of Strategic Plan

The implementation of the Strategic Plan will be achieved through the development of Annual Action Plans for each of the four pillars (Active Sports, Active Schools, Active Communities and Active Partnerships). These Action Plans will be drawn from Sections 7 and 8, key performance indicators and programmes and prepared by the DSP Coordinator and its staff.

For each Pillar, the Annual Action Plans will outline the type of work to be undertaken (programmes, events, training, networking etc.) and the targets to be reached that year. Capturing work programmes in this manner will facilitate an efficient annual review.

The overarching actions which will be implemented across all four Pillars and throughout lifetime of the Strategic Plan are:

1. Consolidation of DSP structures, governance, personnel and finance.
2. Maximum promotion and awareness of Active Donegal across the entire community.
3. Maintenance of quality standards in provision of training and education programmes.
4. Increased participation of target groups in sport and physical activity.
5. Increased use of the local environment and natural resources in the provision of sport and physical activity amenities.

## 10. DSP Partnership Model



## 11. Appendices

### 11.1 Donegal Sports Partnership Board Members

*Mr Eamon Harvey; DSP Company Chairperson, Donegal South Forum Ltd*

*Ms Anne McAteer; DSP Vice Chairperson, Health Service Executive (West)*

*Mr Sean O'Longain; DSP Company Secretary, Donegal VEC Representative*

*Ms Nuala McGarrigle; DSP Company Treasurer, Representative from FÁS*

*Cllr Liam Blaney; Donegal County Council Representative*

*Ms Geraldine Boyce; North Donegal Community Network (formerly NDCF)*

*Mr P.J. Hallinan; Partnership Companies Representative Inishowen  
Development Co. Ltd, DLDC etc.*

*Clr Dessie Larkin; Donegal County Council Representative*

*Cllr Frank McBrearty Jnr; Donegal County Council Representative*

*Mr Patsy McGonagle; Representative from Letterkenny Institute of Technology*

*Mr Colin McNulty; Local Government Officer, Donegal County Council*

*Sen. Brian O'Domhnaill; Údarás Na Gaeltachta Representative*

*Cllr Seamus O'Domhnaill; Donegal County Council Representative*

*Mr Joe Sweeney; Inishowen Community Forum Representative*

*Ms Cath Waugh; People with Disabilities Ltd (Donegal Branch) Representative*

*Mr Sean O'Gallchóir; Forám na Gaeltachta Representative*

Position vacant: East Donegal Community Forum



Directors of Donegal Local Sports Partnership Ltd  
in 2002, 2006 and 2009

## 11.2 Preparation of the Strategic Plan 2011-2014

The preparation of this Strategic Plan involved the following steps:

1. An extensive review of the Active Donegal Strategic Plan 2006-2010 was conducted with DSP Board Members and Staff in January 2010 and again in March 2011. A comprehensive Review document with a separate Executive Summary Document was produced and is available from the DSP office.
2. A broad range of target groups, sporting organisations, stakeholders and community groups were consulted through focus groups and an online community questionnaire between June and September 2011. The online survey gave respondents the opportunity to inform the strategy across a range of themes including awareness, participation, target groups and needs.
3. Additional focus group sessions supplemented the consultation information gathered through the online survey. These sessions focused on gathering information from a range of target groups including Donegal Youth Council, NGB (Athletics Ireland, GAA, FAI, IRFU Ulster Branch) DSP SIDO Forum (including the Irish Wheelchair Association and National Council for the Blind) and DSP Tutors.
4. Planning sessions were held with the DSP Board in March 2011 and again in September 2011, setting out the scope, ethos, priorities and timeframes for the development of the new Strategic Plan.
5. Drafting of the Strategic Plan document took place in September 2011.
6. Staff contributions included in Draft Plan.
7. Development of final Draft Plan in early October and resented to DSP Board for approval.



### 11.3. Acknowledging our contributors

Donegal Sports Partnership would like to take this opportunity to sincerely thank all those agencies, clubs, schools, community groups and individuals who have supported the DSP over the last ten years. The support received not only included financial assistance but in-kind support, access to expertise and facilities and in particular the many volunteers who assist us in the delivery and promotion of our programmes throughout County Donegal. We look forward to your continued support during the delivery of this plan.



### 11.4. List of Groups & Organisations Consulted

- Airc Colmcille, Naomh Colmcille GAA
- Bun Cranncha CLG
- Burt GAA
- Butt Hall Tennis Club
- Cappry Rovers AFC
- Carndonagh Camogie Club
- Cloughaneely Golf Club
- Green Castle Resource Centre, Donegal
- Donegal County Council
- Donegal Down Syndrome
- Donegal Junior Football League
- Donegal Town RFC
- Dunfanaghy Family Resource Centre
- Erne Enterprise
- Football Association of Ireland
- Fanad United FC
- Far and Wild Outdoor Activities (Derry City)
- Finn Harps FC
- Go For Life
- Iasc Na Mara Swim Club
- Illistrin FC
- Inver Community Centre
- Kilcar Ladies Football
- Kilmacrennan Nursery School
- Lár Chomairle Paróiste Ghleann Cholm Cille
- Letterkenny Athletic Club
- Letterkenny C.D.P. Ltd.
- Letterkenny RFC
- Letterkenny Strikers Special Olympics Tenpin Bowling Club
- Letterkenny Town Council
- Letterkenny Youth and Family Service
- Moville Celtic FC
- Mulroy Soccer Academy
- Newtowncunningham Community Development Initiative (NCDI)
- North West Football Centre
- North West Alcohol Forum (NAAF)
- Omagh District Council
- Pedal Right
- Quigley's Point Karate Club
- Rosses Snorkelling Club (CFT)
- School Completion Programme, Donegal VEC
- SNA
- Special Olympics
- St Catherine's F.C Killybegs
- St Eunan's GAA Club
- Three Rivers Badminton Club
- Tir Chonaill AC
- Tir Chonaill Gap Cycling Club
- Tir Chonaill RFC
- Ulster Rugby
- VAI / Blast Volleyball Club
- North West Sea Kayaking
- Youthreach



#### Focus Groups Consulted:

In addition to the consultations with the groups and organisations listed above, a number of specific Focus Groups were held:

- Donegal Youth Council
- National Governing Bodies of Sports
- SIDO Group
- Donegal Sports Partnership Tutors

The purpose of these specific consultations was to discuss some areas of the current and future DSP programmes and operations with a view to including some practical improvements going forward.

It was acknowledged that the SIDO Programme has been very successful in achieving significant increased participation in sport and physical activity by people with disabilities and as such a very productive Focus Group was held with the SIDO Group. A Focus Group was also held with the Donegal Youth Council in order to ensure that young people had direct input into the Strategic Plan.

It was important to have a dedicated consultation session with the NGB's around their organisations' Strategic Plans and operational programmes, and specifically to discuss areas where the DSP could continue to compliment their work and vice versa. Similarly, the DSP Tutors play a vital role in the implementation of DSP education and training, that it was important to ensure that specific improvements in education and training programmes be included in this new Strategic Plan.

11.5. *List of abbreviations*

CDB	Donegal County Development Board
DCC	Donegal County Council
DCCC	Donegal County Childcare Committee
DES	Department of Education and Science
DLDC	Donegal Local Development Company
DSP	Donegal Sports Partnership
ESRI	Economic Social Research Institute
FÁS	Foras Áiseanna Saothair
GFL	Go For Life
HSE	Health Service Executive (North West)
IHF	Irish Heart Foundation
ISC	Irish Sports Council
LYIT	Letterkenny Institute of Technology
NGB's	National Governing Bodies of Sport
PALS	Physical Activity Leaders (GFL)
VEC	Donegal Vocational Education Committee
WIS	Women in Sport



### 11.6. List of definitions

#### *Sports Engagement Strategy:*

A Sports Engagement Strategy will be developed to help increase participation in clubs, community groups, schools and the wider community. At every consultation session and across all sections of the community, the most commonly identified need was that of how to engage people in sport and how to maintain their participation. Thus the development of a Sports Engagement Strategy is considered a priority by all partners. It is thought that this could be achieved initially by setting out a number of practical guidelines and actions for clubs, groups and schools to increase all types of participation from volunteering and fundraising to child protection training and actual participation in sport and physical activity. The Strategy will tailor actions for children, young people, parents, committees and the wider community.

#### *Annual Action Plan:*

The purpose of the Annual Action Plan is to break the Strategic Plan down into annual programmes, outlining actions, resources, targets and assigning responsibility for implementation. This will give both staff and the DSP Board the ability to plan ahead and also easily review the previous year's achievements. In addition, this will record each action/project/event against a major strategic priority.

#### *Active Donegal Week:*

It was suggested by a number of groups that a sustained, focused effort to increase predication could be achieved by introducing an Active Donegal Week. Effectively this would be a week-long calendar of events throughout the county showcasing sport and physical activity across all sections and target groups, from clubs to schools and community centres. Events would include Come & Try events to encourage new membership, improved information about new clubs, taster sessions on minority sports for schools etc. The week would see schools, clubs and groups coordinate events in their communities e.g. school sports days, open days in GAA Clubs, community walks, etc in order to maximise the impact. It was suggested the first Active Donegal Week should take place around May/June 2012.



11.7. Communications & Networking

