###### CAVAN_LSP - FOR USE.jpg

‘Sport and activity for life, for all’

2017-2021

 Strategic Plan



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**Foreword: John Kearney, Chairperson, Cavan Sports Partnership**

As chairperson of Cavan Sports Partnership, it gives me great pleasure to present this strategic plan ‘Sport and activity for life, for all 2017-2021’.

This plan is a result of extensive consultation, with the entire community of sports clubs, organisations, community groups and National governing bodies of sport. Local and National policy has informed this plan, which builds on our previous two strategies with our focus of increasing participation in sport and physical activity for all people in Cavan.

Fundamental to the operation and success of the Sports Partnership is ongoing collaboration with partners throughout the county and beyond, including local sports clubs and communities, National Governing Bodies of Sport, statutory agencies, target group networks, volunteers and the wider community.

This Strategic Plan provides the direction for us to strengthen the work we have been doing and to create even more successful and engaging physical activity programmes for the people of Cavan.

I would like to extend my thanks to the board and staff of Cavan sports partnership for their ongoing commitment and work towards physical activity participation in the county.

**Mr. John Kearney**

**Chairperson**

**Foreword: John Treacy, CEO Sport Ireland**

Sport Ireland has always placed a particular emphasis on ensuring sport is progressive and attracts participants from every corner of Ireland, from every age group and from all social backgrounds. This is a fundamental principle of the Local Sports Partnership network which aims to remove any barrier that prevents participation in sport.

Cavan Sports Partnership undertakes a wide range of actions with the aim of increasing participation rates in its local communities. This strategy builds on the excellent work achieved to date and clearly defines the role of the partnership in encouraging activity for all.

As with all strategic planning processes, the published document is simply the final phase and it is the consultation, evaluation and debate carried out during the process which gives life and value to this strategy. It is a culmination of the work of several partner agencies striving to create a more active local population.

I would like to thank all those who contributed to the strategy process, in particular the staff and Board of Cavan Sports Partnership. I would also like to thank everybody involved in Cavan Sports Partnership for their continued excellent work and I wish them all the best for the future.

**John Treacy,**

**CEO Sport Ireland**

**Foreword: Nadine Mc Cormilla, Coordinator**

As co-ordinator of Cavan Sports Partnership I am delighted to introduce our third strategic plan ‘Sport and activity for life, for all’ 2017-2021.

This strategic plan has been informed by both national and local policy along with an extensive consultation among our stakeholders, clubs and community groups. The plan builds on the successes of our previous two plans and has also identified a number of exciting areas for sport and activity development in Cavan.

We want to continue to provide quality participation opportunities which are inclusive of all ages, abilities and fitness levels. We recognise that the success of our work is measured by the strength of our partners and this is an area which we will focus on enhancing going forward.

I would like to take this opportunity to acknowledge the key role that our stakeholders and local agencies play in the work and development of the sports partnership and the volunteers within the local communities, who are crucial in the implementation and sustainability of local initiatives.

I would like to thank Cavan County Council for their continued day to day support for Cavan Sports partnership and Sport Ireland for their ongoing financial support and guidance in the implementation of our local plan.

Thank you to Dr. Aisling Moroney who facilitated the development of this plan.

Finally, I would like to thank the staff of the sports partnership whose work is central to delivering on our objectives, Dean Mc Elroy (sports inclusion development officer), Aine O’ Reilly (community sports development officer) and Diane Mc Enerney (sports administrator).

**Nadine Mc Cormilla, Sports Co-ordinator**

**Introduction**

The work of the Cavan Sports Partnership is about leading both a shift in culture and a shift in everyday practice where more people in the county are participating in sports or physical activity throughout their lives, whatever their motivation or starting point. A particular focus of the Sports Partnership is to work closely with particular target groups who are recognised as needing additional and targeted supports, these are:

* Disadvantaged communities
* Women and girls
* Older people
* People with a disability
* The unemployed
* Children and young people

This is the third Strategic Plan produced by Cavan Sports Partnership. This plan builds on the successes of the previous plans (*Sport for life, Sport for All* 2008 – 2012 and *Sport for Life, Sport for* All, 2013 – 2015) and has an aspiration of achieving an active county where sport and physical activity is an important part of daily life. This plan acknowledges the contribution that sport and physical activity has on not only the physical, but social and mental health of all people within our county.

1. **Cavan Sports Partnership: Background and Context**

***1.1 Background and Context***

Sport Ireland (formerly The Irish Sports Council) was established in 1999 to plan, lead and coordinate the sustainable development of sport in Ireland. In its first strategic plan (2000) Sport Ireland proposed the creation of a network of Local Sports Partnerships (LSPs) as a central element in advancing its Participation Strategy. By 2008, a national network of 30 LSPs had been established, including Cavan Sports Partnership. The key role of the Local Sports Partnerships was and is to increase participation in sport by creating sustainable structures for people to become involved at a level of their choosing, regardless of their ability, gender or background. In its latest statement of Strategy, Sport Ireland refers to the LSPs as having become a “singular success” and it is a strategic priority of Sport Ireland to ensure the LSP Network is sustained and to expand the range of sport and recreational activities made available in local communities.

On the ground, Cavan Sports Partnership operates as a substructure of Cavan County Council, guided by a Board comprised of key local stakeholders and influencers in sport and activity. The CSP and its associated staff are housed within the Community and Enterprise Section of the Council and the development of sports and activity within the county and the work of the CSP are prominent within the Local Economic and Community Plan (2016-2021). Fundamental to the operation and success of the Sports Partnership is ongoing collaboration with partners throughout the county and beyond, including local sports clubs and communities, National Governing Bodies of Sport, statutory agencies, sports providers including coaches and trainers, target group networks, volunteers and the wider community.

**1.2 Cavan Sports Partnership – who are we?**

* Sports Coordinator; Nadine Mc Cormilla
* Sports Inclusion Development Officer; Dean Mc Elroy
* Community Sports Development Officer; Aine O Reilly
* Sports Administrator; Diane Mc Enerney

The Cavan Sports Partnership Board operates as an advisory board in guiding the work of the CSP and ensuring effective implementation of the strategic plan.It is made up of those regarded as key influencers and stakeholders in local sports development and comprises of representatives of the following agencies, sporting and community organisations:

* Cavan & Monaghan ETB
* Breffni Integrated
* Cavan County Council
* Health Service Executive
* Schools representatives
* Public Participation Network
* Disability representative
* Elected representatives
* Sports Representatives

**1.3 Work and Achievements of CSP**

Since its establishment in 2008, the Cavan Sports Partnership has helped lead local delivery of national participation objectives. In our nine years in operation, progress has been made in a number of areas. These include:

**Structure**

* The Cavan Sports Partnership Board comprises of a strong interagency group of relevant stakeholders who are consulted with on the plans of the Partnership and who oversee it’s work.
* We continue to recognise and support the inclusion of people with a disability and our aging population in physical activity with a part time Sports Inclusion Development Officer to work specifically with these groups.
* In 2016 we secured funding for the position of a community sports development officer to meet the needs of our local communities, clubs and schools.

**Initiatives**

* Since 2008, we have disseminated over €65,000 to local clubs and community groups through our mass participation and club grant scheme.
* The Sports Inclusion Programme, run in partnership with Monaghan Sports Partnership, continues to evolve and provides over 40 programmes for older adults and people with a disability to participate in per annum.
* We have successfully worked with three communities through our Community Transformation programme to help them use their own local resources and skills to achieve a community focused physical activity and health intervention programme. In 2016 this programme reached out to over 600 people throughout the three communities.
* Cavan Walking Festival, an interdepartmental initiative within Cavan County Council, now includes five local walking groups as part of its key delivery agents. Using a community empowerment approach, the festival continues to include new areas and walks throughout the county, led by local walking clubs and community groups.
* The community-based Couch to 5km programme continues to be the most popular initiative targeting women with over 230 women taking part throughout the county in 2016.
* A number of sustainable initiatives have been made through partnership with the NGB’s of Volleyball Ireland, Triathlon Ireland, Football Association of Ireland and Canoe Ireland targeting schools, people with a disability and disadvantaged communities.
* Locally, the CSP coordinates National Bike Week and the National Operation Transformation walk

**Education, Training and Information**

* Since its inception Cavan Sports Partnership has provided training opportunities in safe guarding, first aid, disability awareness, games for all, community coaching and a range of other topics for over 2,400 volunteers, coaches and students. The partnership is also a point of information and support for sporting clubs and community groups in the county.

The above represents a snap shot of the key pieces of work of Cavan Sports Partnership from 2008. With each strategic plan we have responded to the needs of our local community and taken direction from national policy in order to achieve an ‘active Cavan’, despite challenges in a constantly changing environment and during the economic downturn.

**Partnerships**

The success of our initiatives are a measure of the partners involved, CSP has successfully partnered with Cavan County Council, Cavan/Monaghan ETB, Waterways Ireland, NGB’s of sport, local sports clubs and community groups, Breffni Integrated, HSE, neighbouring local sports partnerships, Family resource centres, community development workers to name a few in our programmes. The relationships developed with these agencies will be a key element in the successful implementation of this Strategic Plan.

**1.4 National and Local Context for this Plan**

This Strategic Plan has been developed and will be rolled out taking into account a number of important contextual factors at both national and local level:

* **National policy on sport, physical activity and health**
* **Emerging patterns and trends in sport and physical activity**
* **Local socio-economic features and conditions**
* **Current levels of provision and resources locally**
* **Key local plans and policies**
* **Local Consultation**

**National policy on sport, physical activity and health**

With a remit to plan, lead and co-ordinate the sustainable development of competitive and recreational sport in Ireland**, Sport Ireland** sets the framework for the development of Sports Partnerships generally and this plan specifically. The Sports Partnership structure is a fundamental part of the Participation Strategy of Sport Ireland which sees the key aims of the Partnerships as increasing participation in sport, and ensuring that local resources are used to best effect. In this context, the Cavan Sports Partnership Strategy to 2021 has been developed taking note of the following outcomes sought by Sport Ireland : club development; volunteer training ; enhanced planning of sport at local level; the availability of local directories of sports bodies & facilities; the development of school, club, community and national governing body (NGB) links; and increased levels of local participation, especially amongst specific target groups such as older people, girls & women, people with disabilities, unemployed people, and those who live in identified disadvantaged communities.

Another key influencer is the Department of Health’s 2013 document **‘Ireland - a Framework for Improved Health and Wellbeing’ (2013-2025)** which proposes a vision of *“a country where everyone can enjoy physical and mental health and wellbeing to their full potential....”*  Linked to this is the **Healthy Ireland** Initiative, a Government-led initiative which *“aims to create an Irish society where everyone can enjoy* ***physical*** *and* ***mental health****, and where* ***wellbeing is valued*** *and supported at every level of society.”* Arising out of this broad framework, a **National Physical Activity Plan** with the overarching aim of promoting increased physical activity levels across the population was launched in January 2016. The aim of this Plan is *“to increase physical activity levels across the entire population thereby improving the health and wellbeing of people living in Ireland, where everybody will be physically active and where everybody lives, works and plays in a society that facilitates, promotes and supports physical activity and an active way of life with less time spent being sedentary”.* This aim is wholly compatible with the vision and goals of the Cavan Sports Partnership and a number of targets set by the Plan are particularly significant:

* To increase the proportion of the population across each life stage undertaking regular physical activity by 1% per annum.
* To decrease by 0.5% per annum the proportion of the population who do not take any weekly physical activity.
* An increase by 1% per annum in the proportion of children undertaking at least 60 minutes of moderate to vigorous exercise every day.
* Increase by 1% per annum the number of adults undertaking at least 150 minutes of moderate intensity physical activity per week.
* Increase by 1% per annum the number of older people undertaking at least 150 minutes of moderate intensity aerobic physical activity throughout the week.

Other national level plans and policies which are of particular relevance to the work of the CSP and which have informed the development of this Strategic Plan include are included in appendix 1.

**Patterns and trends in sport and physical activity**

A substantial body of research has been carried out in Ireland in the last numbers of years which gives us an insight into current patterns of participation, changes across the life cycle and emerging and shifting trends in sport and physical activity. Some of the patterns and trends which are of most interest to us in developing and implementing this Strategic Plan include:

* The Sport Ireland Irish Sports Monitor (2015) indicates that the percentage of people who are highly active is only 30.2%, which in itself represents a slight decline since 2013.
* The National Longitudinal Study Growing Up (YEAR) in Ireland found that while a majority of boys (84%) and girls (67%) are involved in some forms of organised sports club or organisation, only 1 in 4 meet the recommendations for 60 minutes of moderate to vigorous exercise per day. This highlights the limitations of focusing on organised sport alone as a means of improving physical activity levels and suggests the need for far higher levels of everyday and spontaneous activity and play.
* The Children’s Sport Participation and Physical Activity Study (CSPPA) from 2010 research also found that significantly more primary and post-primary participants from lower socio-economic backgrounds never participate in extra-school sport in comparison to those in higher socio-economic backgrounds, while there was little difference in participation levels within the school setting. This suggests the need to ensure a strong, varied and engaging physical activity programme within schools at primary and secondary level.
* The Irish Longitudinal Study on Ageing (Fifty Plus in Ireland, 2011) found that only 34% of older Irish adults report high levels of physical activity and again, that men are generally more active than women across all ages over 50. The Irish Sports Monitor (2015) found declining levels of participation in sport amongst those over 65 from 2013 (29.9%) to 2015 (25.7%).
* The consultation process to draw up this Strategic Plan revealed an increased interest in and participation by women –older women in particular – in a variety of activities, often with a strong social element. Interviews with staff of CSP and community workers revealed that men over the age of 40 remain persistently difficult to engage with and to persuade to join in sporting activities. The most recent Irish Sports Monitor report (2015) found that fewer older males (those aged over 65) are highly active in 2015 (23%) than in 2013 (28.3%).
* Other studies on activity levels of older people (IPSOS/MRBI, 2011) and anecdotal evidence suggest a strong correlation between membership of a club or organisation (Active Age, Active Retirement, Men’s Sheds, ICA, etc.) and physical activity. These clubs and organisations can act as gateways to improved physical activity and social connectivity and as such, working with them and supporting their efforts to build and widen membership is vital.
* The Sport Ireland Irish Sports Monitor (2015) found that personal or individual exercise (walking, cycling, swimming, running, dancing, weights, etc.) is by far the most popular type of sporting activity at national level and has increased in popularity. Walking remains the most popular physical activity among all aged over 35 years old, with more people (64.8%) participating in it than in all forms of sport combined. Equally, there has been a gradual and long-term decline in the numbers participating in more traditional and team-oriented sports such as football, hurling and soccer: between 2013 and 2015 alone, the proportion of people participating in a team sport declined from 11.4% to 9.1%.

**Key local socio-economic features and conditions[[1]](#footnote-1)**

***Demographics:***

* In the 2016 census, the population of Co Cavan was recorded at 76,176, an increase of 4.1 per cent since 2011. While this is a significant slowing in the population growth rates in the county – the 2011 figure of 73, 183 showed an increase of 14.3 percent from the previous census, over twice the growth rate for the State – the overall trend in the last decade has been that CSP has been working with a growing population.
* The areas which experienced the largest growth in population are in the vicinity of Cavan town and the areas to south of the county within the Dublin commuter belt. Evidence of decline in population in some rural electoral districts was strongest in the west of the county.
* Cavan overall remains a very rural county, with a minority (30%) in urban areas, compared to a State average of 62%. The consultation process for this Strategic plan revealed the particular difficulties associated with running programmes and carrying out developmental work in areas of low population density and rural isolation.
* County Cavan has experienced a large percentage increase in its population of young people. The number of children age 0-4 increased by 30 per cent between 2006 and 2011, and there was a 20 per cent increase in those aged 10-14. This data is highly relevant for CSP when making decisions on the allocation of resources and the focus of developmental work.
* Figures emerging from Census 2016 confirm the strong national trend of an ageing population and of people living longer. The population over 65 has increased by a very significant 19.1 % since 2011 and this is especially evident in the male population which increased by 22%. The old dependency ratio has increased by 3 points. In the 2011 Census, Cavan itself was already shown to have had a ‘dependency rate’ of 55.42, which veered towards the higher side when compared with other counties. Of the 8,206 people aged 65 and over living in private households, 29.8 per cent were living alone, with implications for social interaction and connectivity. These figures highlight the growing importance of the older population as a target group.
* Among people living in County Cavan at the time of the Census, 60,348 had been born in Ireland, and 12,184 had been born in other countries. The largest group of those born abroad (9,976) were born in other EU 27 countries excluding Northern Ireland.

**Social Class, Employment and Education**

* Census 2011 – taken at the height of the economic downturn – recorded that the number of unemployed was 7,331 or 21.2 per cent of the total labour force, an increase of 4,810 compared to 2006. Male unemployment accounted for 65 per cent of all those unemployed in the county in 2011.
* In December 2015, there were 5,458 people on the live register in the county. This represented a very significant drop (32 per cent) from a peak of 7,988 in July 2010. Males account for 58 per cent of the live register (3,192 males versus 2,266 females) (Dec 2015).
* Like any other part of the country, Cavan was massively affected by the economic downturn after 2007, reflected in the drop in the absolute deprivation score from -2.8 in 2006 to -11.0 in 2011. This represents a drop of 8.2, compared to a nationwide drop of 6.5. This also implies that the relative position of Cavan significantly worsened from the thirteenth most disadvantaged to the eighth most disadvantaged local authority area in Ireland. In 2011 the deprivation index shows that of the 89 EDs in County Cavan in 2011, 72 (80% of EDs) are marginally below average while 12 are marginally above average and 5 EDs are in the disadvantaged range.
* Mapping shows that many of the rural parts of the county are more disadvantaged with even more ED’s falling into the ‘marginally below average’ category. In particular the North West of Cavan and Cavan Urban area has significantly worsened over this period falling into the ‘disadvantaged’ category. The most affluent areas still tend to be in the surroundings of Cavan town, but excluding the town centre itself.
* Levels of disposable income in Cavan are below the national level: in 2012 disposable income per person was €17,023 compared to a national average of €19,468 (CSO Regional Quality of Life figures).
* In County Cavan, the percentage of people whose formal education has ceased with primary education only, has fallen from 23.07 per cent in 2006 to 17.2 per cent in 2011. However, this is still higher than the state which is 13.8 per cent.
* As noted in the section above on Patterns and Trends in Sport and Physical Activity, there is a strong correlation between higher socio-economic status and education levels and participation in sport and physical activity. The figures for Co Cavan described here suggest the need for targeted supports and developmental work with the relatively large proportion of the population who are statistically likely to have low participation rates in sports and physical activity.

**Health and Disability**

* In Census 2011, the vast majority of County Cavan’s population (96.76 %) believed their general health was either very good, good or fair. Only 0.20 per cent of people in Cavan said their health was very bad, and 1.09 per cent said it was bad.
* 11.9 per cent of County Cavan’s population have been classified as having a disability according to the 2011 census, up from 8.5 per cent in 2006. In terms of numbers with a disability this is a percentage change of 60.3 per cent. Cavan falls just below the State which stands at 13 per cent of the population in 2011. The electoral divisions with the highest population of people with a disability would include Cavan Rural (867), Cavan Urban (710), Bailieborough (494) and Virginia (462).
* Largest proportion of people with a disability within the county would fall into the age category of 65+ years (37.43%) Overall it can be seen that the rates of disability increased with age group, the exception being those within the age category of 15-24, which has the lowest disability rate.

**Travel**

* The majority of people (aged 5 years and over) within the county make their way to either school, college or work by car (41%), or being a car passenger (20%). (Census 2011)

**Current levels of provision and resources locally**

People in County Cavan take part in physical activity in a range of settings that includes the community, school, sports club and workplace. CSP uses the broad term ‘community’ when referring to these settings.

* **School Setting**
	+ Pre school / after school / Primary school / post primary school / third level
* **Community group setting**
	+ Older adult groups / disability day care services / Men’s Shed’s / women’s groups / community centres/ youth clubs / local gyms & leisure centres
* **Outdoor setting**
	+ Forest parks and trails / outdoor gyms & tracks / rivers & lakes
* **Sports club setting**
	+ Indoor and outdoor sports clubs throughout the county
* **Workplace setting**
	+ Active workplaces/ lunch time sessions/ after work activity programmes / social club initiatives/employee incentive schemes / workplace challenges.

**Facilities within the county**

A community and sports facilities audit was conducted by Cavan county council in 2016. (County Cavan Community & Sports Facilities Survey 2016). Amongst the key findings from this audit were the following:

* There was a deficit of sporting facilities available within the West Cavan area with no sporting facilities being identified beyond Swanlinbar.
* In terms of population growth, certain areas which have increased in population are lagging behind in terms of having suitable community and sports facilities to meet their growing needs. Particular areas of concern would include Ballyjamesduff and the Munipal District’s of Lisagoan, Enniskeen, Munterconnaught and Mullagh. These would all be areas which would have experienced significant population growth due to their commuter belt locations.
* There is a lack of facilities within Cavan Town to cater for the large number of sporting organisations operating there.
* The Local Economic and Community Plan (LECP) identified that due to a growing youth population there will be an increased pressure to provide an outlet and appropriate facilities for our young people. A specific action within the plan states that Cavan County Council is to ‘Develop a multi-purpose sports facility for the county’ and the findings from this report add weight for such a need.

**Key local plans and policies**

The **Cavan County Development Plan (2014-2020)** sets out the Local Authorities strategic land use objectives and policies for the overall development of the County up to 2020. It presents a Vision and Strategy for the proper planning and the physical, social and economic sustainability of the entire county. Although there is no specific section on sport and physical activity within the plan, a number of sets of objectives, including those relating to Walkways and Amenities, Recreation, Walking and Cycling (within Sustainable Transportation) and Social Inclusion, are compatible with and support the vision and work of the Sports Partnership.

The **Cavan** **Local Economic and Community Plan (2016-2021)** provides a framework to guide local economic and community development in Cavan, with a vision that *“Cavan 2021 will be a place that we can be proud of, a place where people can have a good quality of life; a better place to live, to work and to enjoy”. T*here are goals/objectives found throughout the Plan which are of relevance to CSP, with CSP designated the lead agency under a number of actions within Goal 10: ‘We will focus on developing the health and well-being of our communities’. Objective 10.2 ‘Support Opportunities for sporting and recreational life within the county, ensuring access for all’ are most relevant. The specific details of how this objective will be met, including specific actions, bodies responsible, timeframe, progress milestones and performance indicators are contained in Appendix 2 of this Strategic Plan.

**Local consultation:** This Strategic Plan is the result of a process of reflection, evaluation, extensive consultation and discussion, facilitated by an external consultant. The elements involved in the consultation phase are contained in Appendix 3.

1. **Our Vision, Mission and Values**

The **Vision** of the Cavan Sports Partnership is very simple and reflects our determination to contribute towards improving the levels of sport and physical activity for all of the people in the county at all stages of life.

***Our Vision: Sport and activity for life, for all***

The **Mission** of the Cavan Sports Partnership is threefold:

1. More activity throughout the county and more people taking part

2. Support for and partnership with communities, clubs, sports providers and volunteers in the county

3. Building Cavan’s sport and activity infrastructure and resource base

Our work is underpinned by a set of core values:

**Diversity Social Inclusion**

**Promoting Partnership Equality**

**Respect Community Participation**

**Best practice and best value Sustainability**

**Leadership**

**What our values mean in practice:**

* Sport for most people is about physical activity, for a minority it is about competition.
* All of the residents of County Cavan deserve our support to engage in the activities and sports that interest them.
* Sport is more than the mainstream, sport also includes minority, quirky and unusual activities.
* People in our community have freewill and personal responsibility and we will work with them to identify and provide appropriate sports and activity opportunities as well as encourage and build their capacity to participate.
* Sport and activity have a role to play improving quality and enjoyment of life at every stage.
* Sports have a role in community building and in including those on the margins of communities.
* Some community members and target groups with low participation levels will need additional and tailored supports.
* A partnership approach will underpin all our work with partner agencies, local stakeholders and providers, national bodies involved in sport and physical activity, and other Local Sports Partnerships
* Volunteers are the backbone of local sports and activity and deserve respect and support.
* We network and share our knowledge and expertise with anyone who can use it positively.
* Available resources will be used effectively with a strong emphasis on building the long-term sustainability of the sports infrastructure and resource base.
* CSP recognises its key leadership and coordination role in local sports and activity development.

**2.1 Role of the Cavan Sports Partnership**

CSP has a role across the sports landscape of County Cavan including:

* **Supporting facilities, organisations and volunteers** which make sports possible, for example sports halls, pitches, sports clubs, youth and community groups, coaches and committees.
* **Enabling sports activities** which appeal to people and encourage participation, to include team sports, minority sports and individual sports.
* **Providing access to information** on the sports activities, opportunities and organisations which enable people to structure their participation in sports.

We will undertake this role by:

* Providing meaningful Sports and Physical Activity Programmes
* Targeting Low Involvement Groups and Individuals
* Identifying Appropriate Places for Participation
* Fostering Quality Provision of Sports and Physical Activity Experiences

**2.2 Cavan Sports Partnership Strategic Themes**

The work of the CSP in the period 2017 to 2021 will be guided by the following three themes:

1. **Building participation:** continually improving the opportunities for all the people of the county to participate in sports or to be more active, with a particular focus on those with currently low participation rates.

2. **Enhancing community capacity and partnerships**: continually improving the human and physical resource base for sports and activity in Cavan and nurturing the relationships and collaborations which make things happen.

3. **Improving Communications and Marketing:** creating more awareness and understanding of the work of the CSP and consolidating its position as the information portal for sport and activity in Cavan.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objectives – what we want to achieve****Theme 1: Building Participation**Continually improving the opportunities for all the people of the county to participate in sports or to be more active, with a particular focus on those with currently low participation rates.  | **Outcome** | **Specific actions - what we will do** | **Partners** | **Indicators** |
| **Objective 1.1:** Promote a holistic and whole-of-life approach to sports, activity and recreation which emphasises wellbeing, good mental health and social interaction  | **Physical activity as part of daily life supporting positive mental health and wellbeing**  | * Support the development and evolution of sports facilities and amenities which can be used by multiple generations and those with varying capacity
* Continue to support programmes and activities which have a strong social as well as physical element
* Support events which bring communities or groups or schools from around the county together in gatherings or challenges at the end of programmes
* Make a positive local contribution to meeting the aims of the Healthy Ireland initiative
 | LCDCDisability sectorCommunity groupsCoillteSI,CCC,CMETB,HI, HSE | Increased number of culminating end events of countywide programmesCSP as a partner in Healthy Cavan. |
| **Objective 1.2:**Improve access to outdoor sport and recreation opportunities throughout the county. | Increased activity levels and support for outdoor sports. | * Support the increased use of the outdoors and the natural environment for recreation and activity
* Access supports to enhance the capacity of the local people to independently deliver activity programmes.
* Support the development of recreational infrastructure in the area
* Target West Cavan as a hub for outdoor sport and recreation
 | SI,CCC,CMETB,Waterways IrelandWest Cavan community,Schools, private providers | Funding secured for a West Cavan outdoor recreation hub.Partnership working strengthened with stakeholders and providers.Local clubs and communities trained as independent providers.Increased participation in outdoor sportsCSP as a partner in Blueway development |
| **Objective 1.3**Increase sport involvement and activity levels amongst low-participation groups  | Increased physical activity participation opportunities among target groups | * Continue to support the work of the Sports Inclusion Development Officer (SIDO) & Community Sports Development Officer (CSDO)
* Support the delivery of activities and programmes which increase participation amongst target groups
* Support the implementation of activities that are accessible, cost effective and encourage an ethos of daily activity
* Encourage active travel throughout the county
* Source and deliver any national programmes which may be relevant to target groups
* Further develop and expand the community transformation model
 | Disability groupsSI,CCC,CMETB,HI, HSE, schools, Breffni Integrated, community organisations, DCYA, FRC’s, Smarter travel | Increased range of physical activity opportunities through schools, communities and workplaces.Increased participation numbers among older adults and people with a disability.Additional community transformation areas.Increased number of participants taking part in programmesFull time CSDO for CavanFull time SIDO for Cavan |
| **Objective 1.4:**Encourage participation in a wide and diverse range of sports and activities  | Minority sports clubs and facilities have a greater presence in the county. | * Work with the National Governing Bodies of sport with particular focus on the active development of minority sports in the county.
* Work with primary and secondary schools to deliver programmes featuring minority sports/activities
* Work with local sports clubs, NGBs and communities to deliver new participation initiatives.
 | Local communities NGB’sLocal minority sports clubsPrimary and secondary schools | Two new minority sports introduced to Cavan annually. |

**Theme 2: Enhancing Community Capacity and Partnerships**

Continually improving the human and physical resource base for sports and activity in Cavan and nurturing the relationships and collaborations which make things happen.

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| **Objectives**  | **Outcome** | **Specific Actions** | **Partners** | **Indicators** |
| **Objective 2.1:** Build the capacity of established sports and activity clubs | Increased capacity of coaches, volunteers and clubs | * Provide training for club coaches, officers and volunteers
* Support clubs in efforts to be more inclusive to the wider community
* Support clubs in efforts to recruit and retain volunteers
* Provide opportunities for sports and activity clubs to network and collaborate
 | Local sports clubsNGBsCavan Institute ETBCommunity groupsVolunteer centreSporting NGBs Sport Ireland | CSP training and education calendarClub-community link strengthenedCavan sports forum/network |
| **Objective 2.2:** Encourage improved access to and use of facilities and amenities throughout the county | Enhanced awareness and sharing of local facilities. | * Work with local partners to ensure that there is wider public knowledge of the current facilities and resources available in local communities
* Encourage the creative use and sharing of indoor halls and facilities
* Support efforts to open up or improve access to natural amenities.
 | Local sports clubs and facilities, Community Transport providersCoillteBreffni IntegratedDisability groups, community organisations, CCC, CMETB, HSE,Waterways IrelandRecreation providers. | Cavan sports facility auditRural transport initiative as an active partner |
| **Objective 2.3:** Improve the availability and capacity of trainers/coaches in the county  | Increased number of skilled coaches & trainers. | * Work continually with our partners in the NGB’s of sport, community, the private sector and in education to increase the ‘bank’ of trainers available to deliver a variety of programmes throughout the year
* Provide training for coaches, volunteers and physical activity providers on inclusion and diversity and on working with specific target groups
* Provide or source training and/or summer courses for teachers seeking to improve their capacity to deliver the PE Curriculum or to bring new or minority sports and activities into their schools
* Continue to act as an information portal for groups seeking to source trainers/coaches
 | Cavan InstituteLocal sports clubs NGB’s, schools Breffni IntegratedDisability groupsCommunity organisations, CMETB,Teacher training centre | CSP training and education calendarTeacher training link |
| **Objective 2.4:** Build and develop current and new partnerships at all levels | Increased involvement by stakeholders in the delivery of this strategic plan. | * Continue to work with Sport Ireland in the delivery of programmes locally
* Continue to build and develop relationships with established sports in the county
* Continue to develop our interaction and work with minority sports NGB’s.
* Continue to develop our links and relationships with our partners internally and in the statutory or public agencies /organisations whose remit overlaps with ours
 | All local and national partners | National programme implementationEstablished relationships with minority sportsStrengthened partnership working with agencies |
| **Objective 2.5:**Improve and enhance CSP resources  | Strengthened capacity within CSP | * Continue to support the work of the Sports Inclusion Development officer and community sports development officer.
* Identify and actively pursue additional human resources to make the work of the Sports Inclusion Development Officer a full-time post
* Identify external resources to support the awareness raising and marketing of CSP brand.
* Conduct an annual review of the policies and procedures which govern CSP
 | Cavan Co.Co.Sport IrelandCSP Board | * Full time SIDO & CSDO in place
* Heightened awareness of CSP throughout the county.
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| --- | --- | --- | --- | --- |
| **Objectives** **Theme 3: Improving Communications and Marketing** Creating more awareness and understanding of the work of the CSP and consolidating its position as the information portal for sport and activity in Cavan.  | **Outcomes** | **Specific Actions** | **Partners**  | **Indicators** |
| **Objective 1:** CSP to act as a sports and activity information portal  | Information on sport and activity available to all, through various forms of communications. | * Continue to develop and improve on-line/social media presence
* Creatively use traditional means of communicating particularly in our work with specific target groups
* Provide a yearly calendar of events on the CSP website and facebook page to facilitate forward planning by all stakeholders
* Identify and actively pursue additional human resources to work on communications for the CSP
 | Cavan Co. Co. Sport Ireland Local media and community groups | Increased social media traffic, newsletter signup’s and online course bookings |
| **Objective 2:** Embed marketing and communications in the everyday work of the CSP  | Enhanced visibility and awareness of CSP | * Enhance the visibility of the CSP brand through the conscious use of the CSP logo.
* Identify and adhere to promotion protocols prior to, during and after events and programmes
* Ongoing training for CSP staff on marketing and communications, particularly with regard to emerging technologies
 | Cavan Co Co,Sport Ireland,Local media and community groups | Marketing and communications resource for CSP |

**2.3 Governance and management**

There are two key pillars in the implementation of this Strategy:

* The overall **governance** of the Cavan Sports Partnership in which the key players are the CSP Board, Cavan County Council and the Coordinator.
* The day to day **management** of the work of the CSP and of the implementation of this Plan

**Governance**

While Cavan Sports Partnership receives a substantial proportion of its funding and strategic direction from Sport Ireland, it operates as a sub-structure of the local authority, Cavan County Council. Particularly in the context of an expanding and evolving role for local authorities, this gives the CSP local presence and allows it to lead the development of sport in ways that are locally appropriate and meaningful. The development of sports and activity within the county and the work of the CSP are prominent within the Local Economic and Community Plan (2016-2021) and CSP and its associated staff are housed within the Community and Enterprise Section of Cavan County Council.

**Management**

**Staff**

The main responsibility for the day to day implementation of the operational plans which will arise out of this Strategic Plan will lie with the team of staff.

The consultation process undertaken to arrive at this Strategic Plan highlighted the absolute necessity of having sufficient numbers of knowledgeable and approachable developmental staff on the ground and out in the county. The CSP will continue to argue for the retention of current staffing levels at a minimum and where possible, identify and actively pursue additional human resources in the following areas: full-time Sports Inclusion Officer; retention of the community sports development officer position and a marketing and communications officer.

***Operational Plans & Mid-term Review***

This Strategic Plan provides an overall vision and framework for the work of the Sports Partnership for the period from 2017-2021. However, in order to implement this Strategic Plan more effectively, shorter term ***Operational Plans*** will be developed and produced on an annual basis. Under each theme and objective, the Operational Plans will describe in detail specific actions, including programmes and events, the partners for that action, time lines for delivery and key performance indicators to measure outputs and outcomes. The production of Operational Plans on a yearly basis builds a level of flexibility and future-proofing into the work of the CSP. Similarly, a **Mid-term Review** of this Strategic Plan will be undertaken. This will provide an opportunity to examine how the Plan is working and whether it is meeting its objectives, but will also enable any necessary changes to be made to account for developments in staffing levels, resources, national policy, etc.

**2.4 Resourcing the implementation of the Strategic Plan**

Resourcing for the implementation of the Strategic Plan will come from a number of sources:

1. Sport Ireland will provide core funding for costs associated with staffing, administration, communication, education and training, etc. and Programme funding for targeted local participation programmes.
2. In line with the recommendations of the Fitzpatrick Review of Local Sports Partnerships (2005) the core and programme funding provided by Sport Ireland must be complemented by at least 50% match funding (in cash or benefit in kind). In the case of Cavan, local Partners provide much of this match funding through support resources such as office space and administration, and through direct financial support. Cavan County Council is the primary source of this match funding.
3. In addition, the CSP will continually explore opportunities for funding which may become available through a range of other sources such as Government Departments, National Grants Scheme, Dormant Accounts Fund, Peace IV Programme, EU funding programmes, etc.
4. Where appropriate, corporate or statutory agency sponsorship of events and programmes will be sought. In addition, and where appropriate, fees will be charged to individuals or organisations for their participation in initiatives, events, etc.

The latter two sources of finance and funding are relatively small but important in terms of giving CSP the flexibility to meet those local needs and priorities which may not necessarily fit with the remit of some national-level programmes.

***2.5* Monitoring and Evaluation**

Ongoing **monitoring** of the work of the CSP is vital to ensuring a high-quality of service, value for money, efficient use of resources and overall effectiveness. Similarly, **evaluation** of theimpact of theCSP will be an ongoing process and will be vital in ensuring that we are meeting our goals and the needs of the population of Cavan. It will also allow us to demonstrate the positive impact of our work, learn from our successes and failures and improve our performance.

 **How we will monitor our work**

* Strategic Planning Evaluation & Knowledge (SPEAK) Sport Ireland Report
* LECP action reporting
* Quarterly reporting to CSP Board
* Annual CSP reports
* Programme evaluations (Both qualitative & quantitative)
* Operational plans
* Mid year reviews
* Output measurement tools

 A number of tools or mechanisms will be used within this ongoing process of monitoring and evaluation:

* The routine gathering of quantitative and qualitative data and feedback from programme participants and from partner agencies or organisations. Tools developed will measure both outputs – e.g. number of courses delivered, numbers participating in activities and training and their demographic details, etc. – but also the outcomes and impacts of our activities.
* Progress reports from staff to the Board of the CSP at regular intervals.
* The use of Operational Plans as described above and the subsequent checking of progress in the implementation of these plans in Annual Reports. (The mid-term review will fulfil a similar function for the Strategic Plan.)
* The use of quantitative and qualitative evaluation tools (questionnaires, interviews, case studies, etc.) for selected programme participants and for selected partner agencies or organisations to enable us to measure and analyse the outcomes and impact of our work.
* The preparation of an annual Strategic Planning, Evaluation and Knowledge (SPEAK) Report operated by Sport Ireland, to review and assess the impact of Sports Partnerships nationally. These reports provide an overview of the work of the Partnerships, assesses their impact and proposes areas for future focus.
* The effective gathering and management of data with regard to numbers of events, number of participants on programmes and their demographic profile, geographic spread of activity, etc.
* A comprehensive external evaluation of the impact of this Strategic Plan as it nears completion which will in turn inform the development of the next Plan.
* Participation in the performance evaluation by Sport Ireland which appraises the performance of the LSPs under headings such as governance, management and staffing, planning, monitoring and evaluation.

**Appendix 1: National Policy and plans which informed the development of this strategic plan**

* Healthy Ireland – A Framework for Improved Health and Wellbeing 2013-2025 – Department of Health
* Get Ireland Active, The National Physical activity Plan for Ireland – Healthy Ireland 2016
* A Healthy Weight for Ireland –Obesity Policy and Action Plan, 2016-2025
* Better Outcomes, Brighter Futures: National Policy Framework for Children & Young People (2014-2020), Department of Children & Youth Affairs (2014)
* Get Active! Physical Education, Physical Activity & Sport for Children & Young People: A Guiding Framework Department of Education & Skills (2012)
* National Disability Strategy (2013-2015)
* The National Positive Ageing Strategy and the Go for Life Initiative
* National Sports Facilities Strategy (2012-2016), Department of Tourism, Transport & Sport (2012)
* Sport Ireland Corporate Strategy 2017 - 2021, Sport Ireland (2017)

### Appendix 2: Extract from Cavan Local Economic and Community Plan (2016-2021)

### Objective 10.2 Support opportunities for sporting and recreational life within the county, ensuring equal access for all.

| **Actions**  | **Lead and Support Partners** | **Timeframe**  | **Progress Milestone** | **Performance Indicator** |
| --- | --- | --- | --- | --- |
| 1. Develop a multi purpose sports facility for the county
 | **Lead:** Cavan County Council **Support:**CSP, local sports clubs and community groups, NGOs | Capital works to commence by 2019Facility completed by 2021 | ConsultationApplication developedDesign developedFunding securedConsultationCapital worksLaunch | External funding sourced for a multi purpose 4G sports facility in Cavan town |
| 1. Develop a sports and recreation strategy for Cavan through consultation with all relevant stakeholders and community groups
 | **Lead:** Cavan Sports Partnership**Support:** Local sports clubs, community groups, organisations and stakeholders | Strategies to be developed within the set timeframe2016– 20182019 – 20212022 - 2024 | Consultation phaseDraft strategyFinal strategyLaunchImplementationReviewAnnual implementation plans developed | Strategic plans developedCommunity groups and stakeholders consulted on the development of sport and physical activity in Cavan |
| 1. Deliver a programme of community based physical activity programmes targeting all population groups within the county

Expand the Community Transformation programme to 4 further areas in County Cavan | **Lead:** Cavan Sports Partnership**Support:** GAA Health and Wellbeing Committees, Local sports clubs and community groups, CAMCAS, Schools, Tanagh Outdoor Education Centre | 2016-2021  | Programmes delivered locally as outlined in strategic plan | Specific programmes targeting older people, people with disabilities, women & girls, young people and disadvantaged communities10 programmes per yearNumbers participating in Community Transformation Programme |
| 1. Support the continued work of the Sports Inclusion Development officer
 | **Lead:** Cavan Sports Partnership**Support:**Monaghan and Cavan County Councils, ISC, CARA APA; local and national sporting bodies | 2016-2021 | Annual workplan developed in line with strategic actions | 1 annual work plan developed per yearNumbers participating on Sports Inclusion Programmes |
| 1. Support at least one mass participation event in the county each year
 | **Lead:** Cavan County Council, CSP | 2016-2021 | Events held | Number of events heldNumber of participants |

**Strategic Issues for Objective 10.2:**

a) Cavan has a reasonable sports infrastructure and a strong Sports Partnership model which has been operating since 2008. Recent sporting developments include the development of a bowling green and a new skatepark in Cavan town. New walking trails are open in the Geopark. However, there remain significant gaps in recreational infrastructure. A growing youth population also means that there is going to be increased pressure to provide an outlet for our young people through sport and the appropriate facilities need to be developed to support this. At public consultations for the Cavan LECP, local residents called for enhanced sports and recreation facilities and the development of a multi purpose sports facility was seen as an essential requirement.

b) Other sports facilities which were identified as needing development and enhancement at the public consultations included walking, running and cycling routes, Greenways, bridle paths and enhancement of fishing facilities in local lakes. Members of the public also drew attention to increasing levels of alcohol and drug use in the community and the need to engage young people in particular in positive activities. Like elsewhere in Ireland, issues such as obesity and mental health issues are increasing, and physical activity is known to have positive benefits in this area. In order to chart a way forward and identify and prioritise the areas that require development, a Sports and Recreation Strategy for Cavan will be developed following consultation with relevant stakeholders.

1. As well as delivering community based physical activity programmes it is important to animate and support local communities to devise and deliver their own local physical activity programmes. In order to achieve this, Cavan Sports Partnership will work in partnership with other sporting bodies and local community groups to deliver a programme of community based physical activity programmes targeting all population cohorts within the county. As part of this action the successful pilot 2015 Community Transformation programme will be expanded to further areas in the county.
2. Cavan Sports Partnership has a remit to assist with and support developments for the inclusion for people with a disability in sport and physical activity. This is achieved through working in partnership with statutory agencies, sports clubs, community groups, facility providers, schools, disability service providers and people with disabilities. The role of the SIDO has expanded to include older adults and increase the participation of older adults in sports and physical activity in Cavan. Over the lifetime of this plan, the work of the Sports Inclusion Development Officer will be continued.
3. Major successful initiatives include the Cavan Walking Festival and the annual ‘Run with Catherina’ have been delivered in recent years and these initiatives play a key role in encouraging mass participation in sporting activities and also generate economic and other benefits for local communities. In order to build on the success of these events, over the lifetime of this plan we will continue to promote and support and further develop mass participation events, with a commitment to hold at least one mass participation event in the county annually.

**Appendix 3: Arriving at this Strategic Plan**

This Strategic Plan is the result of a process of reflection, evaluation, extensive consultation and discussion, facilitated by an external consultant. This process involved the following key elements:

* Analysis of the wider policy environment for sports and recreation
* Examination of the local context, including the key socio-economic features and conditions, level of existing sports and recreation infrastructure, and the local plans and funding mechanisms which underpin the Strategy
* Deliberations with staff members of Cavan Sports Partnership
* CSP Board Planning and Consultation workshop involving a debate on vision, mission, goals, objectives and key issues and for sport and recreation.
* Series of public consultation meetings, held in Cavan Town, Ballyjamesduff and Belturbet
* Planning workshop with 16 National Governing Bodies of sport.
* Consultations with key agencies or groupings, including: relevant staff in Cavan County Council, including the County Manager; primary school teachers; community/youth development workers, interest group representatives and relevant HSE staff.
* Use of an online survey ‘Have Your Say’ which was sent out to all individuals and organisations on the CSP mailing list. A total of 98 people completed the survey.
* Evaluation by and feedback from Sport Ireland.

**Appendix 4: References**

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Woods, C.B., Tannehill D., Quinlan, A., Moyna, N. and Walsh, J. (2010). The Children’s Sport Participation and Physical Activity Study (CSPPA). Research Report No 1. School of Health and Human Performance, Dublin City University and the Irish Sports Council, Dublin, Ireland.

**Appendix 5: Glossary of terms**

* CCC – Cavan County Council
* CMETB – Cavan and Monaghan Education and Training Board
* HSE – Health Service Executive
* HI – Healthy Ireland
* NGB – National Governing Body
1. Figures contained within this sub-section are from the CSO (Central Statistics Office) [www.cso.ie](http://www.cso.ie) [↑](#footnote-ref-1)