Mayo Sports Partnership

Comhpháirtíocht Spóirt Mhaigh Eo
An Irish Sports Council Initiative

Mayo Sports Partnership

Annual Report 2012
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FOREWORD

On behalf of Mayo Sports Partnership, we are delighted to welcome this annual report, which provides an overview of the work of the Partnership in 2012.

In an era of change and uncertainty we are still delighted to report that interagency and stakeholder collaboration is a major factor in the successful delivery of many participation opportunities for all. This report gives a snapshot of these interventions and of trends in modern recreational sport / physical activity.

Similar to previous years, the Partnership has made significant advances and has particularly increased the number of locally delivered programmes. Target groups focused on during 2012 included children and young people, volunteers, men aged 30 plus, integration initiatives, people with a disability, unemployed and teenage girls/ women. The Partnership is also continuing to deliver projects to increase the participation and involvement of harder to reach groups such as those living in disadvantaged communities. The initiative in developing Sports Fora in the three major population areas of Ballina, Castlebar and Westport is a unique intervention where opportunities for all are developed through cooperation of clubs, organisations and agencies in the locality.

A particular highlight from the report has been the success of the “Men on the Move” programme for men aged 30 plus. Over 200 men participated in a pilot programme in Ballina, Claremorris and Westport with fantastic outcomes. The enthusiasm with which men, who had fallen away from involvement in physical activity, engaged in the initiative was uplifting for all involved in this unique intervention.

MSP continues to be very thankful to County Manager Peter Hynes, the Irish Sports Council and Minister Rings Department of Transport, Tourism and Sport for their continued support and investment which enables us to do our job.

Finally, the Partnership thanks all those who have contributed to the compilation of this annual report and also to the team of instructors / tutors who were involved in the many programmes. Special mention goes to the Mayo Sports Partnership Administrator Padraic Durcan, Sports Inclusion Disability Officer Ray Mc Namara, Community Sports Project Worker Anne Ronayne and Jobbridge placement workers Conor Kelly and Pat Boyle.

Henry Kenny
Chairman
Mayo Sports Partnership

Charlie Lambert
Sports Co-ordinator
Mayo Sports Partnership
Key Findings

This report is the sixth annual report of MSP using the SPEAK self-evaluation system.

Background, Resources and Funding

- MSP is a central pillar, within Mayo, of the Irish Sports Councils plans for increasing participation in sport to 45% by 2020
- €501,650 was invested in MSP in 2012. This figure includes benefit-in-kind funding
- Funding from the Irish Sports Council accounts for 39.3% of the total LSP funding in 2011, the remaining 60.7% is raised from other sources. These figures include benefit-in-kind funding.
- 18 people served on the MSP board in 2012.
- In 2012, 4 people worked full-time on behalf of MSP. 2 were 100% directly funded by the ISC with the Sports Disability Officer funded 50%. The Community Sports Project Worker is funded by partners and generated income.

Achievements of Mayo Sports Partnership in 2012

Development of Sports Infrastructure in Mayo
- In 2012, MSP has provided 520 sports clubs, groups and organisations throughout the county with important information and advice in the area of funding.
- 90 clubs / groups were supported in making funding applications and fundraising
- 75 groups have been supported in the delivery of their activities
- 50 groups have been supported with regard to developing their organisational or management structures
- MSP planned and delivered 20 training and education courses, workshops and seminars with their partner agencies
- 483 people participated on these courses.

Delivering Irish Sports Council Programmes

Buntús
- 67 childcare practitioners in 16 childcare centres received Buntús Start training in 2012
- 349 practitioners from 132 centres have participated in the programme since its inception

Code of Ethics
- 219 participants completed 16 Code of Ethics Basic Awareness courses
- 23 participants completed 2 Club Children’s Officer Courses.

Programme Delivery
- 8078 people participated in 76 locally delivered participation programmes
- An additional 6,605 female participants took part in 12 local Women in Sport programmes

Building and Sustaining Partnerships
- In 2012 MSP played an important role in facilitating 20 networks and forums
- MSP were also actively participating on 9 local committees and networks.

Information Provision
Over 11,000 individuals contacted MSP in order to access general or specific sport-related information.
Challenges to MSP

Change within the local authority system is causing some uncertainty. It is proposed that County Development Boards will be dissolved in 2013 and where MSP might be positioned within the local authority system is causing some concern.

Costs associated with the operation of the partnership are also a challenge going further especially in an environment of decreasing funding.

With the increase of programmes and events that the partnership now delivers there is a challenge of delivering quality outcomes and evaluating these outcomes in a systematic way.

With both the Taoiseach and Minister of State for Sport and Tourism Michael Ring in Mayo there is continually a challenge to keep the visual profile of the Partnership high.

Securing funding for the 2 sport development positions is continuing to be challenging in ever dwindling agency financial support.

Continuing high levels of unemployment have resulted in MSP to look at delivering quality sports programmes which might assist this target group in attaining some level of part time employment ie. Goal to Work Sports Coach Training Programme.

Mental health issues within the county are also a cause for concern especially amongst youth at risk and middle aged men.

Decreasing discretionary finance available to people / families is perhaps impacting on peoples participation in sporting activity in clubs, participation in events etc.

There is a need to encourage organisations and clubs to look at the possibility of sharing facilities and other resources.

The ongoing issue of obesity amongst all sectors of the population continues to be an issue.

There continues to be a lack of parental awareness of the importance of physical activity and sport. Recognition for participation in sport / physical activity by education authorities and others needs to be prioritised.

Mayo is largely a rural county and isolationism is a major challenge as identified in the Irish Sports Council /ESRI report on participation in sport and physical activity for Mayo.

There is a need for more qualified leaders and people to champion sport / physical activity in the local community so that all sectors can be motivated to participate.

Programmes for young people at risk in schools need to be further developed

A huge challenge of motivating people towards involvement and participation in sport / physical activity.
1 BACKGROUND, RESOURCES AND FUNDING

1.1 Background to LSP Network and Mayo Sports Partnership

In its two strategies to date Mayo Sports Partnership has promoted the concept of the inclusion and participation in sport and physical activity by all. In 2001 the first 8 local sports partnerships were core funded by the Irish Sports Council. Initially LSPs were established as limited companies however in November 2004 MSP was one of the first LSPs to be incorporated under the local authority (i.e. Mayo County Council) County Development Board. In 2013 it is proposed that County Development boards will be abolished and replaced with Social Economic Committees and at this moment and time it is unclear which section in the local authority structure MSP will be placed. Since 2008 LSPs were rolled out on a phased basis, to become a national network operating in and covering every area of the country.

The LSP network is a central pillar of the Irish Sports Council’s plans for increasing participation in sport to 45% by 2020. Increasing participation in sport and physical activity requires multi-sectoral efforts involving agencies from education, transport, environment, health and sporting bodies at national and local level across private and voluntary groups. MSP has been active in generating support from all these sectors through its board which comprises of 19 representatives from both community and local agencies.

The Irish Sports Council (ISC) has recognised that the Partnerships are an excellent mechanism for delivering recreational sport to local people and addressing specific gaps in the sports sector.

Some of the outcomes we seek are:
- Club development
- Volunteer training
- Enhanced planning of sport at local level
- Local directories of sports bodies & facilities
- School, club, community and National Governing Body (NGB) links
- Increased levels of local participation, especially amongst specific target groups such as older people, girls and women, people with disabilities, unemployed people and those who live in identified disadvantaged communities

2012 was the 8th anniversary of Mayo Sports Partnerships establishment. With partner agencies, MSP has been a phenomenal success in improving awareness of sport, increasing demand for sport and physical activity and in increasing opportunities and provision of sport and physical activity across the county. In an 8 year period:
- The Irish Sports Council has invested €1.8m directly in Mayo. This figure includes investment of €71,000 in Women in Sport programmes.
- MSP has generated over 50% of its funding (include benefit-in-kind funding) from local sources
- MSP has been a vital conduit for the delivering and dissemination of the Code of Ethics and Child Protection training and education. 1,890 people have attended Code of Ethics Basic Awareness training delivered by the Partnership. This accounts for two-thirds of all people trained in the county.
• 92 people have attended Code of Ethics Children’s Officer training delivered by MSP. This accounts for approx 84% of all people trained (the remainder being trained by NGBs)
• 349 practitioners from 132 Childcare centres have participated in the Pre School Buntús Start programme since its inception
• National and local sports programmes for the unemployed (Link2BAActive) (Goal to Work), workplace (Fit4Work), teenage girls (Girls Active), sports leaders (Active Leadership), people with a disability (Sports Inclusion Disability Programme), Women (FitWalk) (Meet and Train), Men (Men on the Move) and older adults (Go For Life) (Active 55) have been rolled out through MSP.

MSPs role as developer and funder of programmes allows the efficient and effective delivery of policy to local communities. MSP is a central pillar of both Mayo County Councils and the Irish Sports Council’s strategies in sport and recreation. This report is the sixth annual report of MSP, reflecting all its workings in 2012.

1.2 Project Funding Sources

Funding from the Irish Sports Council accounts for 39.3% of the total MSP funding in 2012, the remaining 60.7% is raised from other sources. These figures include benefit-in-kind funding.

<table>
<thead>
<tr>
<th></th>
<th>Total €</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSP Monetary Funding Leveraged Locally</td>
<td>126,188</td>
<td>25.2</td>
</tr>
<tr>
<td>MSP Benefit-In-Kind (BIK) Leveraged Locally</td>
<td>178,400</td>
<td>35.6</td>
</tr>
<tr>
<td>ISC Core/Programme</td>
<td>171,562</td>
<td>34.99</td>
</tr>
<tr>
<td>ISC Disability Funding</td>
<td>25,000</td>
<td>5</td>
</tr>
<tr>
<td>ISC Women in Sport Grant</td>
<td>500</td>
<td>.01</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>501,650</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Figure A – Total funding received by MSP in 2012**

After core funding from the ISC, Mayo County Council were the next most significant source of monetary funding and in-kind support for MSP in 2012. Other significant funders and contributors were the HSE, VEC, Mayo North East Leader Partnership, Department of Transport, GMIT, Udaras, Disability Organisations and the Western People Newspaper.

Irish Sports Council funding to MSP reduced by over €10,245 or 5% from €207,307 in 2011 to €197,062 in 2012. This reflects the reduction of €2.5m in the Council's own budget.
MSP monetary funding leveraged locally has also reduced by €6,000 with in-kind support for the Partnership also decreasing by €31,670 which accounts for 36% of overall support to MSP.

Total MSP Funding has decreased by €47,927 or 8.7% (net) in 2012. In light of the economic difficulties being experienced by the statutory sector this reduction does not come as a surprise. Despite this decline in funding, the investment of €501,650 in sport-promoting functions at local level is still considerable.

MSP is once again pleased to note that 50% of its costs are being provided locally. This follows a recommendation from the 2005 Fitzpatrick and Associates review of the Local Sports Partnership programme.

1.3 MSP Management and Staff

Boards of Management Participation and Representation

- A total of 18 people served on the Mayo Sports Partnership board in 2012.
- On average 18 hours was committed by the board, including the work undertaken by board sub-committees in 2012.

Mayo County Council, Mayo Sports Forum and Mayo Community Forum continue to be the three biggest participants on the board. (See appendix A)

MSP Staff

MSP has staff which are funded by the ISC and staff funded through other sources. Along with the co-ordinator and the administrator, who are funded by the Irish Sports Council, both the Sports Inclusion Disability Officer and the Community Sports Project Worker are funded through board partners. In 2012 MSP availed of the Jobbridge Scheme and employed a Communications Worker.

Mayo County Council employs staff on behalf of the Partnership.

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full time staff, funded by ISC, other programmes and agencies</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
</tbody>
</table>

Figure B – Mayo Sports Partnership Staff

Charlie Lambert  
Sports Co-ordinator

Ray McNamara  
Sports Inclusion Development Officer

Padraic Durcan  
Sports Administrator

Anne Ronayne  
Community Sports Development Project Worker

MSP also contracted a further 30 tutors to deliver programmes, courses and initiatives within the partnerships structure
2 ACHIEVEMENTS OF MAYO SPORTS PARTNERSHIP IN 2012

2.1 Introduction

The extensive work of MSP is characterised as falling under four main headings:

- Promoting the sustainability of Mayo sporting infrastructure by supporting club, coaches and volunteers
- Working to increase levels of local participation, especially amongst specific target groups
- Building sustainable partnerships across local sports clubs, agencies and working partners to influence and support sports and physical activity provision
- Acting as a provider of information about sport and physical activity at a local level to create awareness and drive opportunities.

2.2 Development of Local Sports Infrastructure

Sustainable club development is a key priority for Mayo Sports Partnership. They work with local sports clubs and groups to ensure that local structures are in place to enable people to participate in their chosen sport or physical activity. MSP also ensure there are local opportunities for volunteers and coaches to develop their skills and improve the quality of sports participation in their communities.

Funding Work

In 2012, MSP has provided 520 sports clubs, groups and organisations throughout the county with important information and advice in the area of funding. MSP has worked directly with 90 of these clubs to assist them in developing funding applications.

Special Participation and Bike Week Grant Schemes 2012

In 2012, 41 clubs/groups were allocated 18,000 euro through the annual special participation and Bike Week grant scheme which was promoted through the local media, newsletters and general email distribution. 5,000 euro was also allocated to 6 athletics clubs as a result of assisting in the preparation with the mini marathon in 2012 where clubs were invited to assist with the volunteering and administration of the event. The funding was used for the promotion and development of the meet and train programme in all the areas.

Go for Life Grant Scheme 2012

In 2012 the annual Go for Life Grant Scheme for older people resulted in 50 Mayo groups receiving a total of €15,865. The scheme allocated small grants of 300 to 500 euro which groups could allocate towards equipment, programmes etc. MSP would have publicized the scheme through our own electronic mailing systems, social and local media etc. At least 25 groups would have got advice and support from MSP resulting in the largest number of successful recipients ever in the county.

Sports Capital Grant Scheme 2012

Details of the governments Sports Capital Grant Scheme was made available in March 2012. Following this an information workshop was arranged by Mayo Sports Partnership to guide clubs / organizations through the application process. Information on the workshop was disseminated through our electronic
mailing system, website, Facebook, radio, local media etc. Following all this local publicity 75 attendees from 47 different clubs attended the event which took place in the Mayo Education Centre. Over 140 applications were made to scheme which was hugely oversubscribed.

9 of the 15 successful applications would have received advice from Mayo Sports Partnership with the applications receiving a total of €545,000. The funding allocated is to be used to fund projects including artificial pitches, dressing rooms and sports equipment.

“The work of the LSP in Westport has heightened awareness of funding opportunities amongst the Sporting Clubs and has lead to increased level and quality of applications for local amenity funding” Westport Town Manager Martin Keating.

Club Development Work

In encouraging individuals to be more active MSP ensure that there are sustainable quality pathways for their lifelong participation. MSP continue to support existing providers of sports and physical activity across the county and work with sports clubs, communities and individuals in order to introduce new sports opportunities. To this end, in 2012:

- Some 75 groups have been supported in the delivery of their activities
- Some 50 groups have been supported with regard to developing their organisational or management structures
- A further 40 groups were assisted in tackling development or policy issues.

This support work assists clubs to improve and develop and better assists them to attract and retain members. For example, MSP advise and help clubs in the areas of club planning and in the development of policies in the areas of membership, disability awareness, social inclusion, health & safety and child protection. In February 2012 MSP held a club development seminar titled “Building an Effective Club” where policy issues such as funding, club structures, social media and promotion were discussed.

GAA

In November 2012 MSP helped to fund a series of Camán Abú adult recreational hurling workshop sessions in Mayo. The Workshops were held in Claremorris with players invited from all over Mayo. From the workshops - three clubs sprouted - registering with Croke Park for Camán Abú - and who now host regular Camán Abú sessions. These clubs - in Claremorris, Ballina James Stephens HC and Ballyvary - can now offer a recreational hurling outlet for adults in a fun and safe environment. This was not possible in the past. Now there are over 40 active players ranging from ages 20 to 50. We hope to encourage two more clubs to come on board within the next few months and also hope to run a league/blitz for all these new teams within Mayo.

“Without the support of the MSP - both financial and psychological - we wouldn’t have got this project off the ground. We now have people starting hurling later in life who have never played before” commented Adrian Hession Hurling Development Officer for Mayo
Community

In 2012 the Tourmakeady Community Council organised their 1st marathon in Tourmakeady which was launched by Senator Eamonn Coghlan. To facilitate this initiative they were awarded a small amount of funding from Mayo Sports Partnership.

“The launch and talk given by Eamonn Coghlin was very inspiring to children and adults alike. The result was that we created Gníomhaíochtaí Fóillíocht agus Caitheamh Aimsire. We organise in house Active Walking (originally piloted and sponsored by Mayo Sports Partnership) Strenuous Road Walking twice a week. We have running groups and spinning. We also organised two walks during the summer with Croi”

Deirdre Cavanagh Tourmakeady Community Council

In 2012 Tourmakeady community group was awarded funding by Mayo Sports Partnership to organise a programme for Bike Week. They now have a growing Bike Club in Tourmakeady and have up to 25 children regularly participating. They have immense parent support and the children love this weekly activity.

GAA – Inclusion

The Moy Sports Forum in Ballina, established as a sub group of the partnership to promote participation in sport and physical activity, identified a disadvantaged area in Parkside, Ballina where almost all of the children were not involved in GAA at club level. Approaches were made to Ballina Stephenites GAA Club and they have since drawn up a development plan to target increased participation by disadvantaged youth. They plan to work with Moy Sports Forum to roll out GAA programmes to these children and eventually encourage them back to be members of the club.

Martial Arts

Mayo Sports Partnership helped fund a project on the integration of migrant workers into the community through sports and physical activity. Along with the help of MSP the county Martial Arts association were in a position to develop classes which supported the inclusiveness, initially of migrant workers, promoting opportunities for translators, promoting the clubs in several languages, but over time at a core level we were able to re-focus our own selves, on the needs to be more inclusive globally.

Since beginning this project, in conjunction with the MSP, there is now a vibrant club community of many nationalities and races, and through the work of the project, the whole group has become more open, more inclusive. Today, the group boasts a membership of Irish Nationals, both settled and travellers, Polish, African, Lithuanian, French, Spanish, Portuguese, English, and Russian, able bodied persons and people with special needs, all working together for the common good. As a culmination of the project, during 2012, the club was presented with an award from Down Syndrome Ireland for the most inclusive community group in Ireland, and received commendation from the President, Michael D. Higgins.

“While this was something we had long wished for, we could not have done it without the support of Mayo Sports Partnership. It was simply financially impossible for us to get it off the ground without their aid. Today, because of their efforts, and their belief in the importance of the project, we have succeeded in becoming a better, more inclusive group, providing opportunities to all”

- Martin O Malley Mayo Martial Arts Association
Training and Education Courses

MSP provides quality opportunities for education and training at local level for volunteers, coaches and administrators.

- MSP planned and delivered 20 training and education courses, workshops and seminars with their partner agencies
- 483 people participated on these training courses.

Similar to previous years the most popular courses run by MSP were Club Development Courses, Sports Seminars, Active Leadership, Disability Awareness/Inclusive Games Training, Meet and Train / Fit for Life Leader Training and coach education.

Goal to Work Sports Coach Training Programme

During 2012 MSP was involved in the organisation and delivery of “Goal to Work” sports coach training programme in Ballyhaunis, Co. Mayo. This training programme gave 12 unemployed people an opportunity to become trained soccer/gaelic and rugby coaches. The initiative recognises that many unemployed people have an interest in sport and that a passion for sports may offer the potential to provide employment opportunities. It also recognises that being out of work can threaten your mental health and upset the lives of families.

Mayo Sports Partnership was supported by a multi agency committee that included Mayo North East LEADER Partnership Co., County Development Board, FAI, GAA, Connaught Rugby, Mayo Mental Health Association.

Qualifications/Certificates achieved by newly qualified coaches include:
- FAI Accreditation Kickstart 1 (Coaching), GAA Foundation Level Coaching Certificate
- GAA Foundation Level Refereeing Certificate, Rugby Youth Level Coaching Course
- Irish Sports Council Accredited Active Leader Award (Community Sports Leader Award)
- Child Protection Course, Disability Awareness Training, Physical Activity Leader Training, Occupational First Aid Certificate, FETAC awards (Level 3) in Personal Development and Information Technology.

Coaches trained children in a number of primary schools within east Mayo and the Development Officers from GAA/FAI/Connaught Rugby mentored them on this work experience. Trainee sports coaches also organised activities within the east Mayo community in order to encourage members of the community to increase their levels of physical activity.

The programme has helped change peoples lives and has given them a motivation to give something back to clubs/communities in their own vicinity and beyond.

Paul Byrne Development Officer FAI commented that he has been fortunate to have found good people on this course and that they have linked them into various other programmes.

Examples
- Assisting the Moy Sports Forum in coaching children and youths from a disadvantaged background in Estates in Ballina
- Some have progressed their experience into working with females at a grassroots and elite players on a weekly basis
- Some have Worked on FAI programmes - Summer Soccer Schools, Girls only Easter Soccer Camps, Weekly Soccer Sister Programmes, Intercultural Afterschool programmes, assisting in refereeing school competitions.
- One coach progressed into working as a local sports co-ordinator in his local area and is charged with organizing sports programmes for children and adults locally.
2.3 Delivering Irish Sports Council Programmes

There are two flagship national Irish Sports Council programmes: Buntús and Code of Ethics.

**Buntús**

The Buntús Start and Buntús Generic programmes provide an important opportunity for MSP to engage with pre-school and primary school going children and their teachers. The programme involves training teachers/practitioners to deliver an inclusive & fun sports programme, schools are also supplied with a significant amount of sports equipment. Since their introduction in 2005, over 16,000 children in Mayo have been beneficiaries of both programmes.

The Búntus Generic Programme has been fully rolled out to all primary schools in the county who wished to participate. The Búntus Start programme is supported by Mayo Childcare Committee but due to funding restrictions delivery was limited in 2012.

In 2012, the work of MSP with primary schools and childcare centres has led to the following results:

<table>
<thead>
<tr>
<th></th>
<th>Buntús Generic</th>
<th>Buntús Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>No of schools/centres received training</td>
<td>(180)</td>
<td>(6)</td>
</tr>
<tr>
<td>Number of teachers/practitioners who were trained</td>
<td>(811)</td>
<td>(35)</td>
</tr>
<tr>
<td>Total number of children that received training</td>
<td>(14,108)</td>
<td>(540)</td>
</tr>
</tbody>
</table>

**Figure C - Summary of Buntús Generic and Buntús Start outputs for 2005-2010, 2011 and 2012.**

<table>
<thead>
<tr>
<th></th>
<th>Buntús Generic</th>
<th>Buntús Start</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of schools/centres that received training (since introduction of Buntús Generic/Start)</td>
<td>180</td>
<td>145</td>
</tr>
<tr>
<td>Total number of teachers/practitioners trained</td>
<td>811</td>
<td>382</td>
</tr>
<tr>
<td>Total number of children in trained schools/centres (since introduction of Buntús Generic/Start)</td>
<td>14,108</td>
<td>2800</td>
</tr>
</tbody>
</table>

**Figure D - Buntús Generic and Buntús Start outputs since the inception of the programmes**
Code of Ethics

The Code of Ethics training programme targets sports leaders and adults involved in the organisation of sport for young people to promote child welfare and protection policies and procedures.

The Code of Ethics programme consists of two workshops:
- A 3-hour basic awareness training module for leaders within sports club and
- A further 6-hour club children’s officer workshop to support club children’s officers in the implementation of the code in their clubs.

In 2012, 219 completed Basic Awareness training on 16 courses run by MSP.

<table>
<thead>
<tr>
<th></th>
<th>Basic Awareness</th>
<th>Club Children’s Officer</th>
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<tbody>
<tr>
<td>(2010)</td>
<td>(22)</td>
<td>(2)</td>
</tr>
<tr>
<td>(2011)</td>
<td>(14)</td>
<td>(2)</td>
</tr>
<tr>
<td>2012</td>
<td>16</td>
<td>2</td>
</tr>
<tr>
<td>No. of courses delivered</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(2010)</td>
<td>(2)</td>
<td>(19)</td>
</tr>
<tr>
<td>(2011)</td>
<td>(2)</td>
<td>(14)</td>
</tr>
<tr>
<td>2012</td>
<td>2</td>
<td>23</td>
</tr>
<tr>
<td>No. of participants</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure E - Summary of Code of Ethics outputs for 2010, 2011 and 2012. Figures in brackets are for 2010 and 2011.

“Having worked with Mayo Sports Partnership on the delivering of the Code of Ethics for Children & Young People in Sport awareness workshops, I was asked to help arrange a workshop for one of the local Martial Arts groups in the county. I contacted the partnership and they agreed to help through the provision of the participation packs, and registration of the course, and we set about arranging the date and venue.

After the presentation of the workshop I had an opportunity to visit with the club, and was delighted to see the various codes of conduct, policy statements, etc, displayed clearly in the club house. As I observed the class, I noted that the instructors were working hard to present classes which were enjoyable for the children involved, and which balanced skill development with safe enjoyment. I sat with the president of the club after the class where he asked for assistance, which I was glad to give, in wording travel permission forms for an event they were hoping to attend a couple of weeks later.

He also spoke of the difference the workshop had made in the way he viewed how he presented the club and how the leaders within the club were working. They had re-shifted their focus from only creating champions to creating an environment in which effort was rewarded, and children can develop their skills in their own time. Since then, the club has grown in numbers, with almost 70 young people taking part in lessons every week, and it is hoped that it will continue to grow in 2013.

At the core of developing sport and physical activity opportunities within any community is the education of the leaders, and the kind of support and guidance which is available to all through the hard work and dedication of staff of MSP. I am delighted to present this small example of how, working together, sport and physical activity is growing both in popularity, and in the quality of the leaders presenting lessons and sessions on the ground, every day.”

Martin O Malley Child Protection in Sport Tutor with MSP
2.4 Programme Delivery

MSP responds to emerging local needs by identifying, developing and implementing specific, targeted programmes to directly increase the levels of local participation particularly amongst the target groups. In 2012, MSP continued to develop and deliver a range of suitable and innovative participation programmes:

- 8,078 people participated in 76 locally delivered participation programmes
- An additional 6,605 female participants took part in 12 local Women in Sport programmes
- 36% of MSPs time was spent directly or indirectly on supporting target groups.

MSP has focused on delivering quality participation opportunities to groups and last year MSP (working with partners) were responsible for delivering 76 programmes at local level. These programmes share the underlying goal of increasing local participation in sport and physical activity in a sustainable and value for money way.
In 2012, MSP and the HSE, on the back of an ERSI / ISC local participation report of Mayo / Sligo, embarked on a project titled Men on the Move to engage middle aged men in physical activity programmes. While the initial focus was on combating obesity it quickly became apparent from the success of the initiative that men were looking for social outlets and other avenues to meet men of their own age group in a physical activity environment. Comments from the participants strengthened the view that the initiative was doing more than improving physical health but was having a serious mental health benefit. A second initiative targeting unemployed men in Ballina in a soccer event also attracted large numbers by having a hook of a free health check on the evening. Free health checks seem to be a very positive influence on attracting men to physical activity programmes / events.

MSP share the view that not only does all of its programmes target people for improved physical health but that participants also benefit hugely mentally from involvement. Initiatives such as the Men on the Move Programme and Goal to Work have helped to address a deficit particularly in Men’s Health.

Meet and Train / West of Ireland Women’s Mini Marathon

As a “women in sport” project the Western People West of Ireland Women’s Mini Marathon is a prime example of sustained increases in participation by women in local sports. Every year women who are not active start to prepare for the mini marathon in jan/feb period. Many of these women join their local meet and train groups and post marathon continue to be active. Examples are that Mayo, Westport, Ballina, Swinford ACs all have increased their membership each year after the mini marathon as well as their associated groups in Ballinrobe, Ballyhaunis, Castlebar and Claremorris. In all 8 Meet and Train Groups are now in operation which has doubled in the last 2 years. 2 of the clubs / groups now have stand alone walking groups to introduce totally inactive people to physical activity. These groups undertake a Fit Walk 5 week programme and then can progress to the main group.
Para Cycling

After a very successful 8 week para cycling programme in July and August in Kilmovee the local family resource centre and Ballaghadreen Cycling club held a time trial for both hand and tandem cycling in October which proved very successful. Already planned for 2013 is a Time trial series with the first one in March. As part of the para cycling initiative Mayo county council have funded a hand cycle which will be located at the new tartan track in Claremorris for participants to book and use accordingly.

Fit4Work Exercise Programme

MSPs involvement in helping deliver the Fit4work exercise programme has been immense, in particular the work of Community Sports Development Officer Anne Roynane. The project is a collaborative initiative by Mayo Sports Partnership, Galway Mayo Institute of Technology Castlebar Campus and the HSE, which offers 10 exercise classes per week, to perfection, and it’s a great example of local partnership- where the facilities and personnel of stakeholders are pooled to excellent effect. As well as the obvious contribution to participation rates of 10 classes per week with between 10 & 25 participants in each, the introduction of yoga,( as an example), to the campus has directly led setting up of a GMIT Yoga society with over 25 active members who meet twice a week.

The partnership has also been of great assistance in assisting GMIT organize the initial stages of preparations for the Inaugural CUSAI mass participation event. A 5K route has been selected for this walk/ run on 6th of March and meet & train groups are already in place, while it is too early to quantify the numbers who sustain these effort GMIT will be conducting a detailed participation survey which will include evidence of sustained participation. Already as a positive upshot of this is that GMIT have a new club in college - GMIT Castlebar running/ fitness club. This group is using facebook as a means of linking people and arranging training events & times to suit its members and it already has a membership of 70

Nigel Jennings Sports Officer G.M.I.T. Castlebar
2.5 Building and Sustaining Partnerships

Networks and Forums

In 2012, MSP has been to the forefront in the promotion of a wide range of networks and forums at local and regional level. MSP has played an important role in facilitating 20 networks and forums.

These Forums bring together sports clubs, agencies, volunteers and other working partners across the county and provide a framework to influence and resource sports and physical activity locally, regionally and nationally. They promote the profile and work of THE Partnership, but more importantly increase the reach of MSP. Networks and Forums act as a conduit to communicate the message of the importance of sport and physical activity to the community and are also a sounding board for advice and recommendations as to what MSP can do to assist sports clubs and partners.

Some examples of Forums that MSP established in 2012 were the Castlebar Sports Forum which was established to allow stakeholders in the town a forum to express views as well as contribute to the promotion and development of local participation and sports tourism.

Castlebar Sports Forum

With the success of the Moy Sports Forum in engaging low participation groups in physical activity initiatives an approach was made to Castlebar Town Council in Autumn 2012 to support the establishment of a similar forum in Castlebar. The council endorsed the proposal and nominated a representative to the group. Initial meetings identified key personnel to be on the forum and a terms of reference is to be drawn up. A number of local participation initiatives are planned with Men on the Move and Meet and Walk programmes in the pipeline. The group is looking to plan a major participation based festival around the time of the mini marathon and Pink Ribbon events on May Bank holiday weekend.

Westport Sports Forum

2012 saw the further development of the Westport Sports Forum with the Community Day in September an example of partnership and collaboration between all the sports organizations in the town. Westport Leisure Park is one of the organizations that Mayo Sports Partnership works very closely with, developing participation initiatives making the centre a physical activity hub for the town. Some of these initiatives include Active 55, Splash and Dash, Greenway 10K and Operation Transformation Walks. The Leadership given by Mayo Sports Partnership has been instrumental in the success of the Operation Transformation Programme run in conjunction with Westport Leisure Park this year with over 250 participants.
Awareness Raising and Committee Work

This sub-section looks at local activities in which MSP engage in order to promote the key message of the Sports Partnership - this may involve membership of relevant local committees or structured involvement in awareness raising events.

MSP monitors the number of awareness raising events in which they have played an active role. In 2012, MSP participated in 15 such events. Examples of these events included Drugs and Alcohol Awareness Week Sports Seminar, Training and Education Days for the Unemployed, Westport Community Day, Intercultural Day, Traveller Pride Week, information seminars and other presentations and talks to groups and resident committees in their local areas. These events assist in highlighting the work of the Partnerships and the importance of sport in community life.

In the current era groups and organisations are more aware of the power of sport and physical activity in improving people’s quality of life. As a result MSP is being contacted on a regular basis to have information points at local events, to go on the radio and also to place adverts etc in the local papers. Our own major events such as the West of Ireland Women’s Mini Marathon also gives us a major platform to get our message across.

Westport Community Day

Over 5,000 people attended this event held to celebrate that Westport won the prize for being the best town to live in last August. MSP organised a festival of sport fun day where local clubs and organisations demonstrated their activities on the day. MSP had an inclusive activity area with information on partnership initiatives available. Overall it was a fantastic occasion to showcase sport and activity in the locality and beyond.

Adapted Sport and Recreation Group

The Adapted Sport and Recreation Group are a sub committee of the Partnership with membership consisting of agency representatives and local disability groups. One of the agencies represented is the HSE and annually they distribute funding through the National Lottery. In 2012 the HSE allocated funding of 5,000 euro towards disability sports projects such as the Saturday Sports Club and the annual disability summer camp. Mayo County Council, who is also represented on the committee, also contributed €1,200 towards the purchase of a new paracycle which is now used for our new paracycling project.
Information Provision

MSP has a key role in acting as an information hub and point of contact. The Partnership enables more sharing of information and offers a common meeting ground, along with specific access and signposting information. They aim to act as a strong link between those who wish to participate and those who provide opportunities for participation. Clubs and sports volunteers recognise that their relationship with MSP links them into meaningful sports and physical activity network and a source of expertise.

In 2012, over 11,000 individuals contacted MSP in order to access general or specific sport-related information. This represents a significant increase from 2011 in interaction with the wider public.

MSP is making more use of on-line resources for information provision through its website and social media.

MSP would continually update the website on a weekly basis with up to date information on local and national projects along with local events. In addition many information leaflets / posters have been produced for initiatives such as Men on the Move, the Mini Marathon, Active Schools, Meet and Train, Fit Walk, Bike Week etc. DVDs were also produced for the Mini Marathon and also the Goal to Work project. MSP continue to produce a bi annual hardcopy newsletter as it is important to give an option to people who may not have access to modern methods of communication ie Computers etc.

In September 2012 the Western Regional Drugs Task Force approached Mayo Sports Partnership on the possibility of holding a sports seminar to coincide with their drug and alcohol awareness week which was to take place in November. It was agreed to hold an event titled Success in Sport What does it Take? A panel of high profile speakers was sourced including Sonia O Sullivan and Gavin Duffy. Following publicity through our own electronic mailing system, Facebook and local media press releases we had close to 200 attendees at the event.
SECTION 3 MAYO SPORTS PARTNERSHIP

PROGRAMME CASE STUDIES

3.0 Introduction

Mayo Sports Partnership is a key mechanism for the delivery of opportunities for sport and physical activity within Mayo and in particular to hard-to-reach groups who are not engaged in mainstream sports. MSP has focused on delivering quality participation opportunities to groups and last year over 70 programmes were delivered at local level primarily by MSP (working with local partners).

This section presents good practice examples of interaction with key target groups leading to capacity building of volunteers and sustainable participation.

3.1 Volunteerism

Sport in Mayo is supported by vast amounts of voluntary activity. A 2010 report on the Economic Impact of Sport in Ireland developed by Indecon consultants for the Irish Sports Council estimated that almost 270,000 people participate in some form of sport-related voluntary activity in over 12,000 sports clubs across Ireland.

In recognising Volunteers contribution to sport in Mayo MSP nominates volunteers under the annual National Volunteer of the Year Awards both with the Federation of Irish Sport and Volunteer Ireland. To date both Eric Reilly Erris Utd and Jimmy Corbett Carnacon Ladies GAA have been honoured. In 2012 Jim Ryan of Claremorris Athletic Club was honoured at a presentation ceremony in Dublin.

MSP values the contribution that all volunteers make to sport across the county and continues to support them through training/education programmes, advice and limited financial support. Nominated by Mayo Sports Partnership Jim Ryan picked up the National Award for the Sports and Recreation Category at a function in Dublin recently. Jim always makes himself available to run or assist in the running of many valuable sports and recreation programmes in his local community. Jim volunteers his time securing funding for his local club that recently was awarded €400,000 for the development of a new all-weather tartan track at their facilities, thanks in no small way to Jim’s trojan voluntary effort.

Pic: Jim Ryan pictured in the hugely impressive Claremorris Indoor Athletics Facility
**Case study: Introduction to Athletics**

**Introduction**

3 years ago Mayo Sports Partnership and Claremorris Athletic Club devised a programme called ‘Introduction to Athletics for Primary School Children’. This Primary School Programme invites schools throughout South and East Mayo to come along to the Claremorris Athletic Facilities within school time to partake in this very unique programme. This programme is the first of its kind in the whole country and introduces children from various backgrounds to the many disciplines within athletics. Children as young as 4 years of age are shown how to throw ball, throw the javelin, the shot putt, they are shown the technique of long jump, high jump, hurdles relay as well as being coached in running.

**Programme Outline**

So far over 1500 children have participated in this programme unique ‘introduction to athletics programme for national school children’ said Anne Ronayne of Mayo Sports Partnership. With a wonderful partner in Claremorris AC who provides coaches that are highly skilled and trained at a national and international level and who work on a volunteer basis. This programme is an example to other counties as to how perhaps a good start can be made in developing future national athletes and possible Olympians. The schools that have participated so far are thrilled with the initiative and which also ties in with the Primary School curriculum. Cooperation between the schools, us and the local athletic club is key to its success. We have discovered that many children who would never have had an opportunity to participate in any form of athletics previously excel at various disciplines. Claremorris Athletic Club has hundreds of new young members through this programme, some reaching national status at community games and national games. We have made a real difference through this programme and have introduced athletics to all children regardless of ethnicity or background. This way the children aren’t disadvantaged by lack of funds or inability to travel.

Jim Ryan chairman of and coach with Claremorris Athletic Club said ‘Through this introduction to athletics’ programme we have created a much greater awareness of athletics in primary schools throughout south and east Mayo. Its success is palpable. There is no reason why this programme which we devised in Mayo cannot be replicated throughout the country. Following on from the local coaching element then and with a greater emphasis on coach development at a regional and national level there is no reason

Why we cannot anticipate many Olympians from all corners of Ireland in the future. We need to encourage children early to take up athletics and hope that they form a great love of the discipline that suits them.

Lorraine Grimes Sports Coordinator of St Josephs Primary School Ballinrobe said the ‘Introduction to Athletics’ programme rolled out by Mayo Sports Partnership and Claremorris Athletic Club has made a significant difference to the children at their school. Over the past 3 years the children from all classes at our school were introduced to athletics disciplines which they would previously have had no familiarity with; such as hurdles, relay, long jump, high jump, shot putt and many others. The children’s athletic skills have improved so much in the past few years with many of them becoming members of their local Athletic Club as a result. Some of them have even gone on to have wonderful success at local, regional and national level through the club.
Outputs

- 1,500 participants so far have participated in the programme
- Increased membership in local clubs
- Introducing children to new sports and activities which may not be available to them
- Huge buy in by Claremorris Athletic Club and local volunteers

Participants on the Introduction to Athletics Programme with local volunteers and Anne Ronayne MSP
3.2 Disadvantaged Communities / Integration

Social disadvantage has a very large impact on the likelihood that an adult plays sport. Analysis from the *Sporting Lives* research published by the ISC and the Economic and Social Research Institute (ESRI) reveals that social disadvantage greatly lowers the chances that someone will take up an individual sport that is likely to be continued as an older adult. Those from less advantaged backgrounds who do play sport when young are, therefore, likely to drop out.

CASE Study: Ballina, Castlebar and Westport Sports Fora

Introduction

In 2012 based on the success of the Moy Sports Forum in Ballina Mayo Sports Partnership has successfully engaged with both Castlebar and Westport Town Councils to progress the idea of forming sports fora in their areas. The ethos of the fora is to create an environment where sports and community groups in the locality can progress initiatives within the area, particularly amongst disadvantaged groups. In addition they may also collaborate on sports tourism projects.

Outline

Castlebar

After a presentation to Castlebar Town Council on the proposal to form a Castlebar Sports Forum the council nominated a representative who would attend meetings. Two exploratory meetings took place in late 2012 to define terms of reference and also membership of the group. The group proposes to organize a sports festival to coincide with the Western People West of Ireland Women’s Mini Marathon on the May Bank Holiday weekend. The festival would be part of the Gathering events and would take place utilizing the fantastic amenities of Lough Lannagh Castlebar. The forum also proposes to develop participation opportunities for hard to reach groups in the town. Bringing together major actors of sport in the town will bring positive social capital to the area.

Westport

2012 saw the further development of the Westport Sports Forum with the Community Day in September an example of partnership and collaboration between all the sports organizations in the town. Westport Leisure Park is one of the organizations that Mayo Sports Partnership works very closely with, developing participation initiatives making the centre a physical activity hub for the town. Some of these initiatives include Active 55, Splash and Dash, Greenway 10K and Operation Transformation Walks.

Ballina

In 2012 one of the target groups for the Moy Sports Forum was unemployed men from some of the disadvantaged areas of Ballina. There has been a major link made with many men who now participate in ongoing soccer leagues and tournaments organised by Moy Sports Forum. A Men’s Health evening took place in November and attracted 80+ to an evening of soccer, health screening, advice and nutrition etc. Many children’s programmes and blitzes were organised throughout 2012 including programmes for teenagers which is a new target group for the year. The forum also organised a drugs awareness evening attracting up to 60 teenagers, this was held in November. Traveller specific programs have also been run throughout the year as well as some walks for everyone. Tennis programs and tennis camps were held in 2012.
A community sports day was also held. It was also proposed to look at how the group might influence policy in relation to sporting clubs and their role in engaging with certain communities in Ballina.

**Outputs**

Developing many worthwhile initiatives and programmes which benefit those hard to reach groups in the community

300 participants in the Moy Sports Forum Programme

Over 5,000 attended the Westport Community Day which had a Festival of Sport Fun Day area.
MSP also work with foreign nationalities to increase levels of participation in sport and physical activity.

**Case study: Mayo Martial Arts Integration Programme**

**Introduction**

Mayo Sports Partnership helped fund a project on the integration of migrant workers into the community through sports and physical activity. Along with the help of MSP the county Martial Arts association were in a position to develop classes which supported the inclusiveness, initially of migrant workers, promoting opportunities for translators, promoting the clubs in several languages, but over time at a core level we were able to re-focus our own selves, on the needs to be more inclusive globally.

**Programme Outline**

Since beginning this project, in conjunction with the MSP, there is now a vibrant club community of many nationalities and races, and through the work of the project, the whole group has become more open, more inclusive. Today, the group boasts a membership of Irish Nationals, both settled and travellers, Polish, African, Lithuanian, French, Spanish, Portuguese, English, and Russian, able bodied persons and people with special needs, all working together for the common good. As a culmination of the project, during 2012, the club was presented with an award from Down Syndrome Ireland for the most inclusive community group in Ireland, and received commendation from the President, Michael D. Higgins.

**Outputs**

Up to 30 people from varying nationalities participate in the club

Mayo Martial Arts is now more inclusive and accepting.

**Comments**

“While this was something we had long wished for, we could not have done it without the support of Mayo Sports Partnership. It was simply financially impossible for us to get it off the ground without their aid. Today, because of their efforts, and their belief in the importance of the project, we have succeeded in becoming a better, more inclusive group, providing opportunities to all”

- Martin O Malley Mayo Martial Arts Association

**Traveller Women in Ballina enjoying the physical activity programme**
3.3 People with a Disability

Sport plays a major role in the lives of people with disabilities – be it as participants, organisers and/or spectators. Sport can and should play a major role in integrating people with disabilities into society. However, there are a range of well-documented barriers to full participation in sport and physical activity for people with disabilities. In 2012 the Irish Sports Council committed to further supporting the development of sport and physical activity opportunities for people with disabilities, by investing over €25,000 (based upon a matched funding contribution) towards the development of the Sports Inclusion Disability Programme in Mayo. This funding enabled the continuation of the work of the Sports Inclusion Disability Officer (SIDO) in the Mayo Sports Partnership. Through this Sports Inclusion Disability programme Mayo Sports Partnership is working to provide available opportunities for people with disabilities to participate in a variety of sports and physical activities.

Case Study: Hand Cycling and Tandem Cycling

Introduction

The Hand and Tandem Cycling eight week programme established by Mayo Sports Partnership in conjunction with IWA Sport, Spina Bifida Hydrocephalus Ireland and Cairdeas, Kilmovee Family Resource centre and supported by Mayo County Development Board proved a huge success in 2012. The programme run by Gerry Towey and Donal Harington from Ballaghaderreen Cycling club, giving instruction and showing lots of young cyclists and Para-Cyclists the way forward. A hand cycling programme took place every Thursday over the summer months.

Programme Outline

The aim of the programme is to promote hand cycling within the county and on the back of a very successful para olympics keep the momentum rolling and deliver a high quality programme that enables people with a physical disability participate in sport. After a very successful 8 week para cycling programme in July and August in Kilmovee Co Mayo, the Kilmovee Family resource centre and Ballaghadreen Cycling club held a time trial for both hand and tandem cycling in October which proved very successful. Already planned for 2013 is a Time trial series with the first one in March. As part of the para cycling initiative Mayo county council have funded a hand cycle which will be located at the new tartan track in Claremorris for participants to book and use accordingly

In 2013 The programme will run for 12 weeks at the Claremorris Athlete Track where participants will get the chance to utilise the new high quality facilities that are available there.

Outcome

Provided an opportunity for those with a disability to participate in the sport of cycling.

Setting up of a cycling outreach club in Kilmovee

Pic: Attendees at the Cycling Programme in Kilmovee for People with a Disability
3.4 School Completion Programme (SCP) / Teenage Girls

Research published by the Irish Sports Council has highlighted the important role education plays in determining whether an individual plays sport. Those of lower educational attainment and income are more likely to drop out and less likely to take up new sports.

Following engagement with School Completion Project Workers and Mayo VEC a number of second level schools in particular participated in the Testing your Fitness and making the Grade Initiative. Below is a description of this project.

Case Study: Schools Get Active Campaign

Introduction

The Mayo Sports Partnership, Mayo VEC and Mayo County Council joined forces and recognises the need for increased involvement in sport and physical activity by young People who are not involved in mainstream sport or do not participate in any exercise or physical activity. Taken from the success of the operation transformation schools project it was decided that Mayo Sports Partnership would put a programme in place to test the fitness levels of some of our students in second level education and get them to try and improve that fitness level and how being more physically active improves their lifestyle.

Programme Outline

Transition year students from second level schools across county Mayo were involved in an eight week programme to increase their fitness level an initiative run by Mayo Sports Partnership with the support of Mayo VEC and Mayo County Council. The Transition year students took part in the bleep endurance test to access their level of fitness. They were then asked to increase their physical activity for a an eight week period after which they took the bleep endurance test again to see if they had increased their fitness level. The aim of the programme was be to see if students could improved their fitness levels and have reached the recommended level or bettered it. Students were also given an exercise plan that they could use if they so wished. Expression of interest forms were sent to all secondary level schools/colleges in County Mayo and the following took part in the programme.
Numbers that Participated

6 Second level schools took part, which included St Tiernan’s College Crossmolia (31 participants), Sacred Heart School Westport (59 participants), Davitt College Castlebar (14 participants), Colaiste Pobail Acla, Achill (20 participants), Coláiste Chomáín, Ros Dumhach (6 participants) and Mount St. Michaels Secondary School Claremorris (23 participants). 153 students participated. 100 students were retested.

Outputs

The programme enabled the participants/students to increase their activity levels and their confidence. It also gives them an important social outlet where they could feel comfortable and interact with instructors and other participants in a meaningful way. A number of the participants that took part had engaged in little or no physical activity previously. 93% of those participants that were retested had increased their fitness levels.

Some additional outcomes included:
- Increased fitness levels in participants
- Increased confidence levels in participants
- Enhanced social interaction amongst participants
- A genuine interest in physical activity and the impact that physical activity has on lifestyle, was created with a number of participants.
- Participants took part in other activity events such as The West of Ireland’s Woman’s Mini Marathon.

Comments and Recommendations

Ray Mc Namara from Mayo Sports Partnership said ‘getting students to participate in a before and after test shows the students first hand the benefits of being physically active and how much better you feel when you part take in physical activity and therefore educates students that exercise is good for you and has a massive impact on improving both our physical and mental health’.

Participants from Mount St Michael Claremorris participating in the Get Active Campaign
3.5 Women in Sport

The Women in Sport (WIS) initiative launched by the Irish Sports Council in 2005 set out to address findings that the involvement of girls and women in sport and physical activity at school age and in adult life has tended to be much less than that of their male counterparts.

The overarching objectives of the Women in Sport programme have been to raise overall physical activity levels among women and to support women’s roles within sports organisations.

Case Study: 3rd Western People West of Ireland Women’s Mini Marathon

Introduction

In early October 2009 Mayo Sports Partnership and the Western People, a top regional newspaper, set about organising the first West of Ireland Women’s Mini Marathon. After several meetings with the paper it was decided that the Mayo Sports Partnership would be the lead body in the organisation of the event with the paper having responsibility for promotion and branding. Both organisations are all about the community and it would be fair to say that it is a match made in heaven.

Programme Outline

On Sunday 5th May 2012 3,000 women ran, jogged, walked and strolled the 10km route in the third annual West of Ireland Women’s Mini Marathon in Castlebar. To date approximately €1m euros has been raised for charities across the region with a local overall spend of €100,000 going into the local economy.

Impacts

As a ‘women in sport’ project the Western People West of Ireland Women’s Mini Marathon is a prime example of sustained increases in participation by women in local sports. Every year women who are not active start to prepare for the mini marathon in Jan/Feb period. Numbers of these women join their local meet and train groups and post marathon continue to be active. Examples are that Mayo, Westport, Ballina, Swinford ACs all have increased their membership each year after the mini marathon as well as their associated groups in Ballinrobe, Ballyhaunis, Castlebar and Claremorris. In all 8 Meet and Train Groups are now in operation which has doubled in the last 2 years. 2 of the clubs / groups now have stand alone walking groups to introduce totally inactive people to physical activity. These groups undertake a Fit Walk 5 week programme and then can progress to the main group.
3.6 Men Aged 30 Plus

In Ireland, the challenge in addressing the current position of men’s health lies in the implementation of the core principles of the National Men’s Health Policy which advocate promoting healthy living, lifestyle and supporting behaviour change in men. A report by the authors Kelly & Lunn (2011) on Sport and Recreational Exercise among Adults (Aged 16+) in Mayo 2007-2009 identified that policy initiatives must be at a local level. The results of this study informed the planning and the development of the Men on the Move Activity Programme. The study reported that the large majority of sport played by adults in Mayo consists of individual rather than team activities, with the latter very highly concentrated among young males, most of whom drop out by their mid-thirties. This significant pattern identified in the report informed Mayo Sports Partnership of an important gap in the provision of physical activity initiatives in the area.

Case Study: Men on the Move Physical Activity Programme

Introduction

The Men on the Move Programme is an initiative which aims is to increase the level of physical activity amongst men over 35 years of age. The initiative is a partnership project between Mayo Sports Partnership, Mayo Primary Care Services, Health Promotion Services Mayo, Croí (West of Ireland Cardiac Foundation), and Media partner Mid West Radio.

Programme Outline

The aim of the Programme was to develop a Physical Activity Programme with a variety of activities for men aged 35-65 years old in 4 sites: Ballina, Belmullet, Claremorris and Westport with a view to rolling out the Programme throughout the County. The participants were recruited utilising a variety of methods:

- Information evenings in 4 towns including free health check
- Poster Specific Campaign
- Referral from community groups, community welfare staff and other agencies
- General advertising on Mid West Radio
- Local Print Media
- Local sports groups

Physical Activity Specialists were selected in the 4 towns to become Leaders for the Men on the Move Activity Programme. The Leaders were responsible for the structure, content, and the organisation of the Programme, consisting of an 8 week Programme with two sessions a week. The second Phase of the Programme commenced immediately after Phase 1 with a further course of 8 weeks. A high emphasis was placed on fun and enjoyment. Health Education was also included in the Programme with a session on Diet and Nutrition. In addition, it was recommended that the Programme should take advantage of the natural environment and existing facilities for physical activity sessions e.g. greenways, walkways, athletic tracks, beaches, swimming pools and trails.
Outputs

More than 150 men all aged 35 plus from the Ballina, Belmullet, Claremorris and Westport areas are engaged in this unique physical activity programme co-ordinated by the Mayo Sports Partnership supported by the HSE, Croí and Mid West Radio. As an initial target in the programme all participants gathered at Lough Lannagh Castlebar in May this year to participate in a 5K event another event took place in November at the same location.

In March 2012 information sessions were held at each of the venues with a free health check offered to those who attended. The programme targets over 35 men who were inactive.

The participants identified at the start of the Programme some of the most important things they hoped to achieve on the Programme:

- Improve fitness and energy levels
- Lose weight
- Better overall health and wellbeing
- Learn to get physically motivated again
- Enjoy exercising with other men in same situation

Local physical activity leaders supported the programme leading tailored physical activity sessions twice weekly.

The programme is being formally evaluated with health data updated at week 8, 16 and at the end of the programme. A launch of is findings early in 2013 is planned with further areas to be added. A sample of the initial findings are given below

- A higher level of satisfaction with health was reported at the end of the Programme with over 83% of the participants reporting been satisfied with their health compared to 54% at the start of the Programme
- An increase in satisfaction with energy levels was also reported at the end of the Programme with over 68% of participants reporting satisfaction with their energy levels compared to 35% at the start of the Programme
- All of the participants reported at the end of the Programme that they will continue to maintain the physical activity and lifestyle changes that they have made on the programme
- The majority of the participants (98%) were interested in a follow up Programme

Sustainability

The ideal scenario is that after the introduction phase a local community organisation be it an athletic club or a family resource centre would include it as part of its activities. A local steering group comprising of representatives from the Men on the Move Group and the organisation would meet to draw up terms of reference on how it would operate ie. membership, payment of leader, facilities etc. This has worked in a number of areas but in others it needs more assistance from MSP.
Impacts / Comments

150 inactive men from 4 areas in Mayo made the decision to engage in a physical activity programme during 2012.

As well as physical benefits described above the mental benefits of such a programme are huge. The men described how the social side of the initiative was hugely important to them as they had few opportunities to engage with their peers outside of the pub arena.

As part of the evaluation of the initiative, which is to be launched in early 2013, the men participated in focus group discussions with the researcher.

Some of the feedback included that one participant who had a stroke in early 2012 and who was advised to take up exercise has had his medication halved through his involvement. “I think this initiative saved my life” he emotionally commented.

Another participant commented how the programme helped him to cope with anxiety attacks he frequently had as a result of pressures from unemployment etc. Others described how they took on a leadership role in the groups and mentored others who joined the programme as it progressed through the year. The project had given them a sense of purpose and they have assumed the role of a local organisation committee who are taking local ownership of the initiative.

The project evaluation clearly demonstrates that the programme has benefitted the participants physically and mentally but the most important beneficiaries have been their families, friends and even their employers. They have all commented that they are better people as a result of their involvement in the project.

The initiative has had other benefits such as greater use of local community developed facilities such as the recently developed Greenways and athletic tracks, walkways etc. It has been very visual inspiring other men to take part.
3.7 **Unemployed**

MSP has implemented a number of initiatives aimed at unemployed people in the community; these have included the Goal to Work Sports Coach Training Programme and Link2BActive which is an initiative to create opportunities for unemployed people to access sports facilities at a reduced rate. In addition to the above, the Moy Sports Forum held a Men’s Health Evening which focused particularly on unemployed men. Men from the Ballina area were invited to a free health screening, nutritional advice, physiotherapy advice evening which incorporated a soccer tournament. The event was held at the local rugby club astro turf and indoor facility. Almost everyone that attended was screened, played soccer and got valuable health information on food and injury prevention.

The following is an updated case study.

**Case Study: Goal to Work East Mayo**

**Introduction**

The *Goal to Work* Programme consisted of a 14 week long specialised sports coaching course for jobseekers which aimed to provide participants with the tools to obtain some part-time employment in the area of sports development. The initiative recognised that many unemployed people are interested in sport and aimed to open up employment opportunities for them. The sports involved were soccer, Gaelic football and rugby.

**Programme Outline**

Mayo Sports Partnership was involved in the organisation and delivery of “Goal to Work” sports coach training programme in Ballyhaunis, Co. Mayo. This training programme gave 12 unemployed people an opportunity to become trained soccer/gaelic and rugby coaches. The initiative recognises that many unemployed people have an interest in sport and that a passion for sports may offer the potential to provide employment opportunities. It also recognises that being out of work can threaten your mental health and upset the lives of families. Mayo Sports Partnership was supported by a multi agency committee that included Mayo North East LEADER Partnership Co., County Development Board, FAI, GAA, Connaught Rugby, Mayo Mental Health Association.

Qualifications/Certificates achieved by newly qualified coaches include:
- FAI Accreditation Kickstart 1 (Coaching), GAA Foundation Level Coaching Certificate
- GAA Foundation Level Refereeing Certificate, Rugby Youth Level Coaching Course
- Irish Sports Council Accredited Active Leader Award (Community Sports Leader Award)
- Child Protection Course, Disability Awareness Training, Physical Activity Leader Training, Occupational First Aid Certificate, FETAC awards (Level 3) in Personal Development and Information Technology.

Coaches trained children in a number of primary schools within east Mayo and the Development Officers from GAA/FAI/Connaught Rugby mentored them on this work experience. Trainee sports coaches also organised activities within the east Mayo community in order to encourage members of the community to increase their levels of physical activity.
Outputs

Progression rates were impressive for newly trained coaches, of the twelve who took part in the 14 week training programme (2 days per week and 3 weekends) two progressed into full-time employment, two into part-time employment, one into 3rd level education, two on to internships, and another onto a community employment scheme.

Sustainability

From the programme we have helped change peoples lives and have given them a motivation to give something back to clubs/communities in their own vicinity and beyond.

Paul Byrne Development Officer FAI commented that he has been fortunate to have found good people on this course and that they have linked them into various other programmes.

Examples

- Assisting the Moy Sports Forum in coaching children and youths from a disadvantaged background in Estates in Ballina
- Some have progressed their experience into working with females at a grassroots and elite players on a weekly basis
- Some have worked on FAI programmes - Summer Soccer Schools, Girls only Easter Soccer Camps, Weekly Soccer Sister Programmes, Intercultural Afterschool programmes, assisting in refereeing school competitions.
- One coach progressed into working as a local sports co–ordinator in his local area and is charged with organizing sports programmes for children and adults locally.

Without the drive and expertise and funding from the Mayo Sports Partnership this programme would not be what it is currently. The positive outcomes are that we have come across people who can and are willing to work within Social Inclusion Soccer Programmes, Female programmes as well as mainstream FAI activities.

Next steps

Through funding secured from the Community Gain Fund and with the assistance of all the partners a Goal to Work Erris sports coach training programme is planned to take place in 2013.

Participants on the 2012 Goal to Work East Mayo Programme
Section 4: Meeting Challenges

MSP, under the auspices of the Mayo County Development Board and the Irish Sports Council, is demonstrating a real return on investment. Although a relatively recent addition to the sports infrastructure all the evidence produced to date demonstrates that MSP has become a remarkable success:

- There is a wide range of sports and physical activity programmes available through MSP; programmes that had not previously been provided on such a comprehensive basis and would not be undertaken were it not for MSP
- MSP is the main delivery mechanism within the county of opportunities for sport and physical activity to specific hard-to-reach groups
- The capacity of the Mayo sporting sector has been strengthened through the delivery of a wide range of training and education courses
- Excellent relationships have been built with schools, sports clubs, community groups and local partners
- More information is available to link those who wish to participate and those who provide opportunities for participation through directories, databases, website, social media and other resources.
- There is greater co-ordination, planning and joined up thinking with regard to sports development in the county.
- Over 50% of MSPs funding is generated locally which is a requirement under the 2005 Fitzpatrick & Associates Review of Local Sports Partnerships

Responses to Challenges

Funding

Securing programme funding in the Erris area for programmes and part time participation officer through the Corrib Gas Community Gain Fund which is administered through Mayo County Council is a significant development in sustaining the partnership’s work in the region.

Unemployment

The continued delivery of the Goal to Work Programme in Ballina and Ballyhaunis is providing opportunities for jobseekers to become motivated and involved in local community structures. Mayo North East Leader Partnership Company have been a key partner in this initiative and to date 35 sports coaches are now on a database available to schools, clubs, communities etc.

Mental Health / Isolationism

The Men on the Move initiative, in collaboration with the HSE, Men’s Sheds, Family Resource Centres, Mid West Radio etc, has successfully engaged men aged 35 plus in physical activity programmes in a number of areas in the county. This has been one of our most successful projects, is sustainable and is hugely positive in promoting both physical and mental health. This initiative has been a fantastic example of inter agency collaboration.
Motivation

Interventions such as Operation Transformation, Bike Week, Mayo in Motion Walking Month, West of Ireland Women’s Mini Marathon, Greenway 10K, Gaelforce West, Sea to Summit etc have provided a focus and reason for people to participate in sport / physical activity in the county. They provide goals and are the reason why numbers involved in running / cycling have mushroomed in recent years.

Leaders

Through programmes such as Meet and Train, Meet and Spin, Meet and Walk etc we are identifying potential leaders who can undertake training to lead leisure groups in community settings. We currently would have a database of up to 100 leaders/ instructors who can act as community champions all delivering the positive message of participation for all.

Summary

MSP is a key driver in the local sporting / physical activity environment in Mayo. It has built up a wide network of inter agency relationships and has many examples of excellent collaboration which has helped to avoid unnecessary duplication in the area. Many changes are ongoing in the local authority structure which pose significant challenges to all, however MSP should remain as a strategic vehicle for both the Irish Sports Council and Mayo County Council to deliver local participation programmes for all sectors of society.

There is no doubt that sport and physical activity is undergoing a boom period at the moment and this is likely to continue into the future. As well as the obvious benefits of increased physical health the continued contribution of physical activity towards positive mental health should not be underestimated. Continued collaboration with bodies such as Mayo Mental Health and the HSE is vital in combating this social issue.

The development and success of MSP is down to teamwork and collaboration between the many stakeholders, agencies and volunteers who engage positively with the Partnership. It is with this continued cooperation that MSP will copper fasten its position of influence within the Mayo sporting landscape now and into the future.
Appendices

Appendix A – List of Local Sports Partnerships

Appendix B - Glossary of Terms

Appendix C – Mayo Sports Partnership
### Appendix A

#### List of Local Sports Partnerships

<table>
<thead>
<tr>
<th>Local Sports Partnership Network</th>
<th>Year Established</th>
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</thead>
<tbody>
<tr>
<td>North Tipperary Sports Partnership</td>
<td>2001</td>
</tr>
<tr>
<td>Sligo Sport &amp; Recreation Partnership</td>
<td>2001</td>
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<tr>
<td>Roscommon Sports Partnership</td>
<td>2001</td>
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<tr>
<td>Clare Sports Partnership</td>
<td>2001</td>
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<tr>
<td>Donegal Sports Partnership</td>
<td>2001</td>
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<tr>
<td>Kildare Local Sports Partnership</td>
<td>2001</td>
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<tr>
<td>Laois Sports Partnership</td>
<td>2001</td>
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<tr>
<td>Fingal Sports Partnership</td>
<td>2001</td>
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<tr>
<td>Cork Local Sports Partnership¹</td>
<td>2002</td>
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<tr>
<td>Meath Local Sports Partnership</td>
<td>2002</td>
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<tr>
<td>Waterford Sports Partnership</td>
<td>2002</td>
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<tr>
<td>Limerick City Sports Partnership</td>
<td>2002</td>
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<tr>
<td>Kerry Recreation &amp; Sports Partnership</td>
<td>2004</td>
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<tr>
<td>Kilkenny Recreation &amp; Sports Partnership</td>
<td>2004</td>
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<tr>
<td>Mayo Sports Partnership</td>
<td>2004</td>
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<tr>
<td>Westmeath Sports Partnership</td>
<td>2004</td>
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<tr>
<td>Carlow Sports Partnership</td>
<td>2006</td>
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<tr>
<td>Offaly Local Sports Partnership</td>
<td>2006</td>
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<tr>
<td>Monaghan Sports Partnership</td>
<td>2006</td>
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<tr>
<td>County Limerick Local Sports Partnership</td>
<td>2007</td>
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<tr>
<td>South Tipperary Sports Partnership</td>
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<td>Galway City Sports Partnership</td>
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<td>Cavan Sports Partnership</td>
<td>2008</td>
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<td>Louth Sports Partnership</td>
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<td>Dun Laoghaire Sports Partnership</td>
<td>2008</td>
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<tr>
<td>South Dublin Sports Partnership</td>
<td>2008</td>
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<tr>
<td>County Galway Sports Partnership</td>
<td>2008</td>
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<tr>
<td>Wexford Sports Partnership</td>
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<tr>
<td>Longford Sports Partnership</td>
<td>2008</td>
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<tr>
<td>Leitrim Sports Partnership</td>
<td>2008</td>
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<tr>
<td>Dublin City Sports Partnership</td>
<td>2008</td>
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<tr>
<td>Wicklow Sports Partnership</td>
<td>2008</td>
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¹ In early 2010, Cork City LSP (est. 2008) and County Cork LSP (est. 2002) merged to form one new Cork Sports Partnership.
Appendix B

Glossary of Terms

**Active Leadership Award** – An Irish Sports Council/Sport Northern Ireland award designed to provide trained, knowledgeable and enthusiastic community based physical activity leaders.

**Boccia** – is a target sport played by individuals, pairs or teams. Boccia is played with 13 balls (6 red, 6 blue, 1 white). The jack ball is used to start off the game and is thrown by one of the competitors on the court. It requires a high degree of muscle control, accuracy, concentration and tactical awareness with the goal being to land six of the coloured balls closer to the white target ball than the opponent’s balls.

Boccia is a non contact sport, where the game focuses around a target. The balls used are solid but pliable, that have a good rolling quality and are easy to grip. The balls also have the effect of reducing the advantage of physical strength, so that skill becomes the overriding factor.

**Buntús** – An Irish Sports Council programme developed to support primary school teachers and childcare practitioners in introducing young people to sport and physical activity.

**Come & Try** – Come & Try events are sports taster events where participants can come and try a range of sports, hassle free and at their own pace. It is a perfect opportunity to see what sports are available in the locality and to meet with local sports clubs and groups.

**Economic Impact of Sport** - The Economic Impact of Sport is a report published by the Indecon Economic Consultants in 2010 for the Irish Sports Council. The report establishes that sport and sport-related activities generate a very significant contribution to the Irish economy, while also playing a vital role in supporting the development of social capital and contributing to the health and quality of life of the Irish population.

**ESRI** - Economic and Social Research Institute. The ESRI produces research that contributes to understanding economic and social change in the new international context and that informs public policymaking and civil society in Ireland.

**FAI** – Football Association of Ireland. The FAI is the governing body of football in Ireland.

**Fitzpatrick & Associates Review of Local Sports Partnerships** - The *Fitzpatrick & Associates Review of Local Sports Partnerships* is a report published by the Department of Arts, Sport and Tourism in 2005. The report evaluates the progress of the LSPs with reference to the key aims and objectives, and makes a number of recommendations for the LSP initiative.

**GAA** – Gaelic Athletic Association. The GAA is the governing body of Gaelic games in Ireland.

**Fit4Life** – Fit4Life is an Athletics Ireland programme to help participants develop their fitness in a fun sociable environment. The programme is suitable for beginners through to regular runners, and the emphasis is on meeting with people of a similar ability on a regular basis to walk or run.

**Go For Life** - The Go for Life Programme aims to increase participation among older people in recreational sport activities, and is supported by the Irish Sports Council.
HSE – Health Service Executive. The HSE is a statutory authority responsible for providing Health and Personal Social Services for those living in the Republic of Ireland.

IRFU – Irish Rugby Football Union. The IRFU is the governing body for the sport of rugby union in Ireland.

ISM - Irish Sports Monitor. The Irish Sports Monitor is an ongoing telephone survey of adults aged 16 and over in Ireland, which records sport and exercise activities undertaken in the 7 days prior to interview. In 2009, the Irish Sports Monitor interviewed over 9,700 adults. The survey is primarily designed to track levels of participation in sport, both for the population as a whole and various sub-populations of interest. The 2009 report is the latest in a series of collaborations between the Irish Sports Council and the Economic and Social Research Institute (ESRI) on sport and physical activity.

ISC - Irish Sports Council. The Irish Sports Council is a statutory authority that aims to plan, lead and co-ordinate the sustainable development of competitive and recreational sport in Ireland.

LEADER - LEADER is the EU Community Initiative for Rural Development that provides approved Local Action Groups with public funding (EU and National) to implement multi-sectoral business plans for the development of their own areas.

LSP – Local Sports Partnership. Local Sports Partnerships are an initiative of the Irish Sports Council to co-ordinate and promote the development of sport at local level. The key aims of the LSPs are to increase participation in sport, and to ensure that local resources are used to best effect. The LSP initiative lies at the heart of the Irish Sports Council’s participation strategy.

Meet and Train groups - Meet and Train are weekly walking/running groups, set up and supported by LSPs often in conjunction with local athletics clubs. The objective of the Meet and Train group is to provide an opportunity for participants (in particular women) of all ages and levels of fitness to get together to exercise with like-minded people, in a non-competitive environment initially under the guidance of a qualified coach.

MSP- Mayo Sports Partnership. An organisation core funded by the Irish Sports Council and is under the auspices of Mayo County Development Board / Mayo County Council.

National Play Day - This is a multi activity play day targeting families.

NGB – National Governing Body. An organisation, recognised by the Irish Sports Council, that coordinates the development of a particular sport or sports through constituent clubs.

Older People – As used throughout this report, the term older people refers to those over 50 years of age.

PAL – Physical Activity Leader. A Physical Activity Leader is someone who can lead members of their own groups or communities in short exercise routines, straightforward dances and recreational sports.

RAPID – Revitalising Areas by Planning Investment and Development. The RAPID Programme is a Government initiative, which targets 45 of the most disadvantaged areas in the country by focusing State resources available under the National Development Plan.

School Completion Programme (SCP) – The School Completion Programme (SCP) is a Department of Education & Science initiative that aims to have a positive impact on levels of pupil retention in primary and second level
schools and on the number of pupils who successfully complete the Senior Cycle, or equivalent. SCP entails targeting individual young people of school-going age, both in and out of school, and arranging supports to address inequalities in education access, participation and outcomes.

**SDO** – Sports Development Officer. SDOs aim to provide opportunities for participation in sport and physical activity for all sections of the community.

**SIDO** – Sports Inclusion Disability Officer. SIDOs aim to provide opportunities for participation in sport and physical activity for people with a disability. See Sports Inclusion Disability Programme.

**SPEAK** – Strategic Planning, Evaluation and Knowledge system. The SPEAK system is a product of NEXUS Research (a not-for-profit research co-operative based in Dublin) which offers organisations the capacity to self-evaluate, leading to a comprehensive understanding of the work of the organisation and the impacts of that work.

**Sporting Lives** – Sporting Lives is a report published by the ESRI in 2008, in conjunction with the Irish Sports Council, on participation in sport over the lifetimes of the current generation of Irish adults. It aims to determine how participation in sport and exercise in Ireland has changed over recent decades and how it varies across the life course, from childhood to later adulthood.

**Sports Inclusion Disability Programme** – A programme to encourage and facilitate more people with disabilities to participate in sport and physical activity, developing sustainable clubs and programmes in all settings.

**Sustainability (with regard to LSP participation programmes)** – A sustainable programme is one which leads to lasting participation in sport and/or physical activity which is capable of being self-maintained (without direct LSP support).

**VEC** – Vocational Education Committee. VECs are local statutory education and training authorities. Their service encompasses Second Level Schools, Further Education Colleges, Adult and Community Education, Literacy Support and Youth Support Services.

**WIS** – Women in Sport. An initiative of the Irish Sports Council to increase participation of women in sport, through providing alternative opportunities and developing specific programmes.
Appendix C - MSP Board

The following table gives a breakdown of the level of working partner participation on the boards of management of Mayo Sports Partnership:

<table>
<thead>
<tr>
<th>Working Partner</th>
<th>Number of Representatives</th>
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<tbody>
<tr>
<td>Mayo VEC</td>
<td>1</td>
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<tr>
<td>Mayo County Council</td>
<td>3</td>
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<tr>
<td>HSE</td>
<td>1</td>
</tr>
<tr>
<td>Community Forum</td>
<td>2</td>
</tr>
<tr>
<td>County Development Board</td>
<td>1</td>
</tr>
<tr>
<td>GMIT</td>
<td>1</td>
</tr>
<tr>
<td>FÁS</td>
<td>1</td>
</tr>
<tr>
<td>Sports Forum</td>
<td>5</td>
</tr>
<tr>
<td>LEADER</td>
<td>2</td>
</tr>
<tr>
<td>Mayo Education Centre</td>
<td>1</td>
</tr>
<tr>
<td>Udaras na Gaeltachta</td>
<td>1</td>
</tr>
</tbody>
</table>

MSP aims to ensure that the expertise they bring together at their boards reflects the target groups with whom they work.

Responsibilities of the Board

The Board is responsible for all the activities of the Sports Partnership. These responsibilities can be divided into six main areas:

- To govern the organisation through the proper administration of its affairs
- To provide leadership for the organisation
- To plan the strategy for the development of the organisation
- To establish partnerships with other organisations who can help develop the organisation
- To manage the people involved in running the organisation
- To implement the strategic plans for the organisation and monitor their progress
- To ensure a realistic programme of participation and performance in the organisation as a consequence of the previous six responsibilities.