



# Strategic Plan 2014 - 2017

***Waterford - Active People, Active Place***

# The key principles which guide how we operate are:

## **Partnership:**

We are committed to increasing levels of participation in sport and physical activity in County Waterford in partnership with local agencies, communities, schools and clubs.

## **Quality:**

We believe that quality experiences of sport and physical activity are critical to sustained participation.

## **Enabling:**

We are committed to enabling individuals, leaders, volunteers and organisations to develop and deliver sport and physical activity opportunities.

## **Sustainability:**

We will develop and support opportunities that show evidence of sustainability.

## **Accountability:**

We recognise the importance of being accountable to our stakeholders on the delivery of our objectives.

## **Equality:**

We support the right of all members of our community regardless of gender, age, ability, ethnicity and socio economic background to participate in sport and physical activity.

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This plan was developed by Waterford Sports Partnership assisted by Susan Bookle of Burtenshaw Kenny Associates.

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



The Irish Sports Council is in its fifth strategic phase. Central to all of the strategies has been the importance of establishing a sustainable national structure for sport to develop at local level in order to increase and then maintain levels of sports participation. The Council continues to see the Local Sports Partnership network as the most effective way to develop opportunities for people of all ages to participate in sport in their own communities. The LSP mandate is to create a sustainable structure for all Irish people to become involved in sport at a level of their choosing, regardless of their ability, gender or background.

The Irish Sports Council considers the strategic planning process to be an essential step in the development of Local Sports Partnerships. This step can bring many benefits such as matching the needs of the local communities to the priorities of the partnership. It is then possible to quantify the resources required effectively to achieve these priorities and answer local needs. This ensures that the plan can be a working document, which will show results over its lifetime. The Council has been impressed by the interest and hard work that the people of Waterford have demonstrated over the years in the many programmes operating locally.

This is the third strategy of Waterford Sports Partnership. It aims to build on the excellent work that the Partnership has achieved over the last decade and will help to ensure that Waterford Sports Partnership grows in strength and continues to be the key agency providing opportunities for more people to become involved in sport and physical activity in the next few years and beyond.

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

I would like to thank all those who contributed to the strategy process and I wish everybody involved in Waterford Sports Partnership all the best for the future. I would like to thank everyone across the county for their contribution to the success of the Partnership since its inception, in particular, Local Sports Co-ordinator Rosarie Kealy and her team. I look forward to supporting their work in the future and seeing sport and recreation in Waterford continue to flourish.

A handwritten signature in black ink, appearing to read 'John Treacy', with a stylized flourish at the end.

**John Treacy**

## Message from Jacinta Burke, Chairperson, Waterford Sports Partnership



As Chairperson of Waterford Sports Partnership I am delighted to present our third strategic plan covering 2014 to 2017. This plan has been developed following a considerable amount of review, planning and consultation with many different statutory agencies, sporting and community organisations. It aims to capitalise on the extensive work completed to date and has at its core a mission to “work in collaboration with sporting, community, voluntary and statutory partners to plan, co-ordinate, develop, deliver and evaluate sustainable opportunities for the people of Waterford to enjoy the health benefits of sport and physical activity”. Involvement in sport can bring many benefits including personal enjoyment and growth, better physical and mental health and leads to more social integration and change. Recent research trends are showing that more people throughout Ireland are engaging in more physical activity. Waterford Sports Partnership has a significant role to play in this and over the next four years we will deliver our plan under four strategic goals – ‘Active Communities, Active Sport, Active Engagement and Active Management’. This strategy is about Waterford Sports Partnership moving to the next level to ensure long term sustainability for sport and physical activity in County Waterford.

From our review of the 2007 – 2013 strategic plan we know we are already making a difference. Our challenge for the coming years is to continue to make that difference and to enable our communities to develop sustainable and lifelong sport and physical activity opportunities. We are very grateful to all who contributed to the review and the development of this strategic plan. I want to acknowledge and thank the members of the sporting and community sectors, the statutory agencies and our Board and staff for their valuable contribution to creating our new strategy for 2014–2017.

I also wish to thank all our partners, board members and staff of Waterford Sports Partnership both past and present for their incredible contribution towards our great achievements to date. I look forward to the successful implementation of this strategy led by our skilled co-ordinator Rosarie Kealy and our able and committed staff; Peter Jones, Jane O’Dwyer, Pauline Cunningham, Brian O’Neill, Sarah Chadwick, Karen Phelan and Suzanne Baumann.

This third Strategic Plan for Waterford Sports Partnership builds on the successes to date and outlines how the next challenges will be tackled in the years ahead to benefit the people of Waterford City and County. Finally, I thank the Irish Sports Council for their invaluable contribution and look forward to their continued support and assistance to Waterford Sports Partnership for this next phase.

A handwritten signature in dark ink that reads "Jacinta Burke".

**Jacinta Burke**

## Message from Rosarie Kealy, Co-ordinator, Waterford Sports Partnership



It is with great pleasure that we present the third Strategic Plan for Waterford Sports Partnership (WSP). As with our previous strategies, our objective of and commitment to increasing the participation of the people of County Waterford in sport and physical activity remains the key priority. We will continue to deliver quality and inclusive training and participation opportunities that support increased participation and healthy and active lifestyles.

This strategy was developed following an extensive consultation process and a review of current research and trends around participation and I thank all who contributed to that process. We are entering into a consolidation phase in a changed and changing environment and this will involve developing a more robust monitoring and evaluation framework to inform, support and demonstrate the impact of our work. We are now in a position to develop a stronger leadership role supporting the influencing of relevant policies. We will continue to strategically strengthen, develop and build the organisation and consult with and support those working in the sporting community. Strong relationships with our partners are crucial to the success of WSP and we will continue to strengthen and develop current and new strategic alignments.

Central to the success of WSP has been the strong involvement, support and investment by our partner agencies and organisations. A partnership approach to the planning, delivering and resourcing of WSP projects has resulted in maximum impact for the sporting community from the available resources, given the current difficult economic climate. I would like to thank the sporting community of Waterford, including clubs, schools, national governing bodies of sport and community organisations for their invaluable sporting investment in time, energy and effort and for working with WSP on various initiatives. We greatly value the contribution of our various partners and volunteers and we look forward to continuing to work together in furthering participation opportunities in sport and physical activity.

I would like to thank the Board of Directors of WSP, past and present, and their respective agencies for their unstinting support, contribution, time and effort. I thank the Irish Sports Council for their ongoing financial and practical support and guidance, in particular John Treacy, Chief Executive and the staff of the Participation Unit. I also acknowledge my colleagues in the Local Sports Partnership Network around the country for their valuable guidance, advice and support. Thank you also to Susan Bookle of Burtenshaw Kenny Associates for facilitating the strategic review and planning process.

Finally, I would like to especially acknowledge the outstanding drive, dedication and commitment of the WSP staff of Suzanne Baumann, Sarah Chadwick, Pauline Cunningham, Peter Jones, Jane O'Dwyer, Brian O'Neill and Karen Phelan and thank them for their valuable contribution to the ongoing success of WSP.

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A handwritten signature in cursive script that reads "Rosarie Kealy". The ink is dark and the signature is fluid.

**Rosarie Kealy**



# About Waterford Sports Partnership

## Background

Waterford Sports Partnership (WSP) was established in 2002 by the Irish Sports Council (ISC) as part of the Local Sports Partnership initiative with the aim of increasing participation in sport and physical activity in County Waterford. While the Irish Sports Council is our parent organisation, WSP is established as a company limited by guarantee, governed by a board of directors from statutory, local development, community/voluntary sector agencies and sports organisations across Waterford with the role of providing strategic direction for WSP. A Co-ordinator, four Sports Development Officers, a part-time Communications Officer and a part-time Office Administrator are employed to carry out the work of WSP from two office bases – Dungarvan and Waterford City. This is the third strategic plan, having already implemented two plans for the periods 2003-2006 and 2007 – 2011 (which was extended to 2013).

## What we do

WSP provides a leadership role for the co-ordination, development and delivery of sport and physical activity opportunities in County Waterford within the framework of our strategic plan, resources available and partner support. Our three main functions are the provision of information and support, facilitation of education and training opportunities and supporting the development and implementation of programmes and events that encourage greater participation. While we aim to support the increase in participation in sport and physical activity of the people of Waterford in general, our priority target groups include young people, older adults, people with a disability, women and teenage girls and disadvantaged groups.

We work with and support the work of the staff, volunteers and associates of our partners and stakeholders in promoting participation in sport and physical activity including pre-schools, schools, sports clubs, national governing bodies and community organisations / groups. We are supported by local partners and agencies including Waterford City & County Council, the Health Service Executive, Waterford & Wexford Education & Training Board (formerly City of Waterford and County Waterford VECs), Waterford Institute of Technology, Waterford City and County Community Fora, Waterford Disability Network, Foróige, An Garda Síochána, Waterford Leader Partnership, Waterford Area Partnership and sports club representatives.

### We Work With:

- Pre-Schools
- Schools
- Sports Clubs
- Community Organisations
- National Governing Bodies

### Our Work Targets:

- Sports coaches & volunteers
- Young people
- Older adults
- Women & Teenage girls
- Jobseekers
- People with disabilities
- Disadvantaged Groups

# Strategic Review 2007-2013 and New Plan Development

The second WSP Strategic Plan "Everybody Active" 2007- 2011 identified four strategic themes:

**Participation | Quality | Communications | Partnership Growth**

Annual Operational Plans were developed and implemented within this strategic framework. Due to the uncertain and changing environment it was agreed to extend this plan throughout 2012 and while the review and planning process was being completed in 2013. A review of the WSP strategy and a process to develop a new four year strategy was undertaken during 2013, facilitated by Susan Bookle of Burtenshaw Kenny Associates. This process involved:

1. An external review of the work of WSP during the period 2007-2013 in order to identify key achievements and also areas requiring further development.
2. Consultation with key stakeholders including:
  - WSP staff and board
  - Online survey to WSP database of sports clubs and organisations, schools and educational establishments, national governing bodies, voluntary/community and statutory organisations and individuals. There were 641 responses.
  - Focus group meetings with local authority management teams and strategic policy committees.
  - Telephone interviews with key stakeholders.
3. Consideration of relevant international, national and local strategic plans, reports, policy documents and research including:
  - Irish Sports Council Statement of Strategy 2012-2014
  - National Programme for Government 2011-2016
  - Healthy Ireland (HI) – A Framework for Improved Health and Wellbeing 2013-2025
  - National Cycle Policy Framework 2009-2020
  - National Positive Ageing Strategy
  - National Disability Strategy Implementation Plan 2013-2015
  - National Women's Strategy 2007-2016
  - National Taskforce on Obesity Report
  - Irish Sports Monitor 2013 and 2011
  - ESRI Research Programme on Sport and Physical Activity
  - EU Proposal around Health Enhancing Physical Activity (HEPA)
  - The Toronto Charter for Physical Activity
  - Local partner agency plans.
4. Consideration of the impact on WSP of:
  - the economic downturn
  - structural and policy changes including local government reform, education and training, health and tourism factors
  - changes in local demographics (Census 2006 to 2011).



# Strategic Review 2007-2013 and New Plan Development

**The key achievements identified during the period 2007-2013 include:**

## **Participation Strategy**

- Wide variety and range of quality programmes and opportunities for all target groups including young people, older adults, women and teenage girls, people with a disability, job seekers and the general public.
- The Sean Kelly Tour of Waterford has grown from 915 participants in 2007 to 6,296 in 2013, of which 2,491 (40%) were from Waterford.
- The Go Dungarvan Smarter Travel Behavioral Change programme and the associated training and active travel initiatives developed by WSP.
- The emphasis on low cost and easily accessible activities e.g. walking and cycling.
- The impact of the work carried out through the Youth Sports Development Officer Project targeting young people at risk in Waterford City.
- The work progressed through the Sports Inclusion Disability Officer Project (SIDOP) with people with disabilities (2008-2011), and to a more limited level since then by the SDOs, had an impact on engaging with and increasing participation of people with a disability.
- Buntus Start- almost full coverage with 496 staff trained from local childcare centres.
- Programme of Training supported over 600 primary school teacher places.

## **Quality Strategy**

- The range, variety and standard of training programmes run by WSP are very high.
- WSP coaching and development grants supported over 500 coaches to attend accredited coaching courses.
- Code of Ethics training – over 1,060 people from Waterford sports clubs attended this training and in addition 90 people attended Children's Officer training.
- First Aid – over 280 participants from Waterford Sports Clubs.
- 31 new clubs were supported in their set up.
- Over 290 people attended disability awareness and other disability related training courses.
- Active Leadership training supporting over 250 volunteers.
- Supported training for 179 individuals for women in coaching and 350 older adults for PALs training.
- Funding focused workshops, information and booklets disseminated to clubs and groups by WSP supported club development.
- WSP has developed a comprehensive facility database which is available on the WSP website.
- The Link2BAActive programme has been successful in making facilities more accessible to people on lower incomes and promoting their use amongst people who may not traditionally use sports facilities.

## **Communications Strategy**

- Wide range of methods used to communicate the work of WSP with its stakeholders including newsletters, emails, facebook, website, posters, local media and promotional tools.
- Embraced current technological advances to put in place easy to use systems to support communications eg. texting, email, facebook, website.
- The Salesforce CRM system used by WSP has enabled improved and targeted communication.
- Professional, quality and effective marketing and promotional resources developed.

## **Partnership Growth Strategy**

- Relationships with key stakeholders are strong and well established.
- Good IT, financial, communications, reporting systems in place supporting good governance.
- High performing team which has formal and informal support/monitoring systems.
- High quality reports on progress are regularly available.

# Strategic Review 2007-2013 and New Plan Development

Overall the review concluded that "Waterford Sports Partnership was very successful in implementing the current strategy. The quantity and quality of the work cannot be underestimated, particularly as the last planning period was particularly challenging due to the rapid and deep economic downturn. Key stakeholders were instrumental in supporting, leading and informing the roll out of the WSP plan with staff. These include: state agencies, schools, sports clubs, community groups and National Governing Bodies. These collaborations allowed for the work to happen, translating the strategy into real action which achieved key outcomes. However, challenges exist and WSP now needs to respond to emerging opportunities and threats."

A copy of the review of the WSP Strategy 2007-2013 is available to download at [www.waterfordsportspartnership.ie](http://www.waterfordsportspartnership.ie).



## Strategic Review Recommendations

The following recommendations were identified during the strategic review process as priorities for the next strategy:

1. **Leadership** – WSP will build on its experience, expertise and success to embrace and develop a stronger leadership role and to influence and inform relevant policy and plans at local and national level.
2. **Governance** – WSP will continue to strategically strengthen, develop and build the organisation with appropriate representation and structures to lead the next strategic phase.
3. **Relevance** – WSP will keep relevant by reviewing and clarifying its role and approach to its work, both internally and externally, giving consideration to the changed and changing environment, current needs and priorities, best use of resources and sustainable outcomes.
4. **Enabling** – WSP will continue to build on its work to enable and add value to organisations, leaders, volunteers and individuals to develop and support sustainable opportunities for participation in sport and physical activity.
5. **Planning and Evaluation** – WSP will develop a robust and effective system for programme selection, entry, exit, measurement and evaluation to support the best use of limited resources and a balanced approach to our work.
6. **Alignment** - WSP will continue to strengthen and develop its strategic alignments. There will be an increasing emphasis on the links between positive health outcomes and participation in sport, physical activity and active living.

# Our Vision

Waterford - Active People, Active Place

## Our Mission

To work in collaboration with our sporting, community, voluntary and statutory partners to plan, co-ordinate, develop, deliver and evaluate sustainable opportunities for the people of Waterford to enjoy the health benefits of participation in sport and physical activity.

### Active Communities

#### Goal 1

Enable and support communities to lead and develop opportunities for sport, physical activity and active living.

### Active Communities

#### Action Areas

- Community Training & Development
- Community Participation
- Schools
- Supportive Active Environments
- Active & Healthy Living

### Active Sport

#### Goal 2

Enable and support sports clubs as settings and pathways for participation in and development of sport and physical activity.

### Active Sport

#### Action Areas

- Club Development
- Coaches & Volunteers
- National Governing Bodies

### Active Engagement

#### Goal 3

Engage strategically and effectively with all relevant stakeholders.

### Active Engagement

#### Action Areas

- Profile & Positioning
- Communications Plan
- Effective Information Management
- Partner Relationships

### Active Management

#### Goal 4

Maintain an effective, well resourced, well managed and collaborative organisation.

### Active Management

#### Action Areas

- Leadership & Influencing Policy
- Resourcing
- Planning and Evaluation
- Governance

## Outcome

More Waterford people participating in sport and physical activity and enjoying an environment that supports activity for all.

## Goal 1: Active Communities

Enable and support communities to lead and develop opportunities for sport, physical activity and active living.

### Objective 1.1

Provide high quality, relevant training and development for community based staff, leaders and volunteers to enable them to lead and promote sport and physical activity in community settings.

#### Targeting/Working with:

Staff, leaders and volunteers of youth organisations, older adult groups, community groups, community organisations, facilities, disability organisations, state agencies, health sector, not for profit organisations and general population.

#### Measures for Success:

1. Relationships with community partners developed and appropriate training available to support leadership in the community.
2. Training opportunities in place suitable for community setting.
3. Training resources developed and sourced and made available for community based personnel.
4. Community based groups/organisations accessing funding.
5. Process in place to measure impact of training in the community setting.

#### Initiatives to get there:

1. Review current training programmes and incorporate into planning and evaluation process.
2. Identify and target community partners, develop relationships and identify training and development needs.
3. Support suitable training opportunities for identified leaders and volunteers.
4. Develop and create links to suitable training resources to support the work of leaders in the community.
5. Provide information and support to community based groups on funding opportunities.

### Objective 1.2

Support a diverse range of quality sports and physical activity programmes and events which encourage sustainable community based participation with particular focus on low participation groups.

#### Targeting/Working with:

Community based organisations and groups targeting young people, people with a disability, older adults, women, teenage girls, job seekers, disadvantaged groups.

## Goal 1: **Active Communities**

Enable and support communities to lead and develop opportunities for sport, physical activity and active living.

### **Objective 1.2** *continued*

#### **Measures for Success:**

1. A range of quality programmes developed and in place for each target group with a link to training supports where appropriate.
2. Evidence of sustained participation at a level agreed in advance of each programme.
3. Resources developed and made available supporting quality community led events.

#### **Initiatives to get there:**

1. WSP supported and community led sustainable programmes targeting diverse groups and linked with community leader training where appropriate.
2. WSP planned events targeting wide community participation and awareness raising.
3. Develop resources to support communities in the delivery of events.

### **Objective 1.3**

Support school communities as settings and advocates for sport and physical activity participation.

#### **Targeting/Working with:**

Associates of Pre-schools, Primary and Secondary Schools, School Completion Organisations, Early Diversion, Youthreach, Childcare Committees, Parents' Associations, including Principals, Teachers, Parents and Students.

#### **Measures for Success:**

1. School support plan, including school/club links, in place and implemented.
2. Annual pre-school and school training programme in place.
3. Active travel programme in place in Dungarvan schools and evidence of impact on travel behaviour collected.
4. Increase in Waterford schools successfully obtaining the Active Schools Flag and Green Schools Travel Award.
5. Sustainable links created for DEIS schools in Waterford with evidence of impact on participation.

## Goal 1: Active Communities

Enable and support communities to lead and develop opportunities for sport, physical activity and active living.

### Objective 1.3 *continued*

#### Initiatives to get there:

1. Consult with and identify gaps and needs within the primary and secondary school setting, through a structured consultation process, to agree supports to increase participation in sport, physical activity and active travel.
2. Explore potential for programme interventions in partnership with schools arising from needs identified in the consultation process.
3. Deliver training to new and existing childcare centres and primary school staff to support them in delivering physical activity opportunities (eg. Buntus Start, Sport Specific training, Safe Cycling etc).
4. Continue to develop and roll out the active travel behavioural change programme for primary and secondary schools in the Go Dungarvan area.
5. Promote and support the Active Schools Flag Programme and the Green Schools Travel Award.
6. Work with and continue to develop links with the structures in DEIS schools in Waterford (primary and secondary) to support participation in physical activity.
7. Continue to support schools in developing links with local sports clubs.

### Objective 1.4

Support the development of the natural and built environment to provide accessible opportunities for sport and physical activity.

#### Targeting/Working with:

Facility staff/volunteers, Local Authority and Development Agencies for the benefit of the general population.

#### Measures for Success:

1. WSP regarded as a key partner helping to shape infrastructure initiatives at County level particularly those that present accessible opportunities for wide general population participation.
2. Up to date facility and infrastructure information available on WSP website.
3. Discounted and low cost opportunities for participation promoted by WSP.



## Goal 1: **Active Communities**

Enable and support communities to lead and develop opportunities for sport, physical activity and active living.

### **Objective 1.4** *continued*

#### **Initiatives to get there:**

1. Support local agencies in the sustainable development of natural and built infrastructure for use by the wider community in County Waterford including the Smarter Travel Go Dungarvan Project, the Greenway Development and Walking and Cycling Trails Development.
2. Collate all information relating to the natural and built infrastructure in the county.
3. Support public and private facility initiatives that promote increased participation and multi-use, particularly those that target low participation groups.
4. Explore, with the relevant agencies, the potential for and commitment to the development of a County Waterford Facilities Strategy.

### **Objective 1.5**

Support the development of active and healthy lifestyles through the promotion of physical activity opportunities.

#### **Targeting/Working with:**

General Population.

#### **Measures for Success:**

1. Resources and links available on WSP website promoting active and healthy lifestyles.
2. Links and partnerships in place with relevant community events, festivals and groups.
3. Programmes in place promoting active travel.

#### **Initiatives to get there:**

1. Develop and deliver a range of sustainable behavioural change programmes promoting active travel in the Dungarvan community.
2. Encourage and promote the use of the existing infrastructure and environment for regular physical activity opportunities.
3. Develop links and partnerships with local activity events, festivals and groups.

## Goal 2: Active Sport

Enable and support sports clubs as settings and pathways for participation in and development of sport and physical activity.

### Objective 2.1

Support clubs in their development with a focus on best practice and good governance.

#### Targeting/Working with:

Sports Clubs, Committees, Volunteers, Administrators, Children's Officers, National Governing Bodies (NGBs), Federation of Irish Sport (FIS).

#### Measures for Success:

1. Up to date information on sports clubs available on WSP website and for internal use.
2. Quality and practical resources and supports for sports clubs developed and promoted to encourage quality club standards.
3. Sports clubs accessing funding to support their development.
4. Clubs supported with their challenges and ongoing development.
5. Guidelines for clubs on coach and volunteer recruitment developed and available on WSP website.
6. Action plan in place to support disengaged clubs/sports.
7. New clubs supported in their establishment and development.
8. Awareness and engagement of clubs in WSP services.

#### Initiatives to get there:

1. Engage with sports clubs using a range of methods to expand and update club information held by WSP.
2. Research, develop and promote quality club resources and supports.
3. Work with NGB Children's Officers and club committees to encourage and promote implementation of best practise with regard to Child Protection.
4. Review engagement levels of clubs with WSP and develop recommendations.
5. Provide information and support to sports clubs on funding opportunities and other club development challenges.

### Objective 2.2

Provide high quality, relevant training and education for new and existing coaches and volunteers to facilitate participation and encourage best practice.

#### Targeting/Working with:

Sports Clubs, Coaches, Volunteers, NGBs, FIS.

## Goal 2: **Active Sport**

Enable and support sports clubs as settings and pathways for participation in and development of sport and physical activity.

### **Objective 2.2** *continued*

#### **Measures for Success:**

1. Annual club training plan in place and promoted.
2. Availability of on-line resources for sports club coaches and volunteers on WSP website.

#### **Initiatives to get there:**

1. Provide opportunities to support the training needs and skills development of club coaches and volunteers including:
  - Code of Ethics Child Protection Awareness Training.
  - Children's Officer Training
  - First Aid
  - Sports Specific coaching / training.
  - Disability Awareness and Inclusion Training.
2. Provide practical training supports to clubs to encourage quality club standards eg. Volunteer Recruitment, Meetings, Role of Officers, Social Media etc.
3. Consult annually with sports clubs to assess their needs and obtain feedback on delivery of WSP sport club training plan.

### **Objective 2.3**

Develop effective relationships with relevant sports national governing bodies at national and local level.

#### **Targeting/Working with:**

NGB staff, Club members, FIS.

#### **Measures for Success:**

1. Up to date information on NGBs available on WSP website and for internal use.
2. Annual action plan agreed with key NGB officers/personnel.
3. Stronger relationship with NGBs.
4. Number of partnered initiatives between NGBs and WSP.

#### **Initiatives to get there:**

1. Engage with NGBs using a range of methods to expand and update NGB information held by WSP.
2. Annual planning meetings held with NGB development officers and/or county and national committees/ personnel.
3. Work in partnership with NGBs to explore how relationships can be developed for mutual benefit.
4. Jointly develop and deliver WSP/NGB programmes and events.

## Goal 3: Active Engagement

Engage strategically and effectively with all relevant stakeholders.

### Objective 3.1

Operate a clear brand strategy to develop and strengthen the awareness, profile and positioning of WSP as an organisation.

#### Measures for Success:

1. Clear WSP brand communicated by staff, board and key partners.
2. WSP regarded as the leading source of information and support in relation to sport and physical activity in Waterford.
3. Increased engagement levels with WSP by broad range of stakeholders.
4. Recognised as a positive brand by our stakeholders.

#### Initiatives to get there:

1. Review, agree and implement WSP Brand Strategy.
2. Identify opportunities to appropriately position WSP in order to create greater awareness, engagement and support.

### Objective 3.2

Maintain a structured and effective means of communicating with internal and external stakeholders.

#### Measures for Success:

1. An annual Communications Plan in place.
2. Effective staff and board meetings held addressing operational and strategic needs.
3. Staff and board informed and clear in their communication role.
4. Regular, targeted and effective communications delivered using appropriate methods to various stakeholders.
5. An annual Communications Review held.

## Goal 3: **Active Engagement**

Engage strategically and effectively with all relevant stakeholders.

### **Objective 3.2** *continued*

#### **Initiatives to get there:**

1. Develop and implement an annual internal and external Communications Plan for staff, board and stakeholders.
2. Develop programme/event specific Promotion Plans as part of the planning process.
3. Review effectiveness of communications on an annual basis.

### **Objective 3.3**

Develop and use effective information management systems and up to date information technology to communicate with our various audiences.

#### **Measures for Success:**

1. WSP communicating effectively with its various stakeholders.
2. A range of effective communication tools available and evidence of stakeholder engagement.
3. WSP data management policy developed and implemented.
4. Confidence in the integrity of WSP database.

#### **Initiatives to get there:**

1. Review WSP's current and future data management needs and current system capabilities and structure.
2. Review existing and potential communication tools and formats and agree a plan for implementing and managing same.
3. Review and update quality and accuracy of information held by WSP.
4. Develop the WSP Data Management Policy.

## Goal 3: **Active Engagement**

Engage strategically and effectively with all relevant stakeholders.

### **Objective 3.4**

Continue to develop and strengthen relationships with existing and new partner agencies and stakeholders.

#### **Targeting:**

Board member and other targeted organisations.

#### **Measures for Success:**

1. Agreements in place with partner agencies and stakeholders.
2. Agreed action plan and targets in place for relationship and partnership development.
3. Evidence of strengthened relationships with current and new partners.
4. Action plan in place to address impact of changing environment for partner organisations.

#### **Initiatives to get there:**

1. Review and clarify mutual expectations with and roles and responsibilities of WSP partners.
2. Prioritise a partnership approach to project planning and delivery.
3. Identify opportunities for new strategic alliances particularly with emerging structures and align WSP strategy with local community plans where appropriate.
4. Review and monitor organisational change in partner agencies and respond to potential impact on strategic relationship with WSP.



## **Goal 4: Active Management**

Maintain an effective, well resourced, well managed and collaborative organisation.

### **Objective 4.1**

Strengthen WSP's leadership role and influence policy supporting wider participation in sport and physical activity where appropriate.

#### **Measures for Success:**

1. Evidence of WSP leadership and positive influencing of policy of key stakeholders.
2. Task based focus groups established as required.

#### **Initiatives to get there:**

1. Clarify and develop WSP's role and approach to influencing key partners and relevant policies.
2. Be proactive in identifying leadership or policy making opportunities and challenges at local and national level.

### **Objective 4.2**

Maintain and strengthen resource base for WSP and its activities.

#### **Measures for Success:**

1. Funding retained/in place to enable delivery to continue as planned.
2. New sources of funding identified and successfully allocated.
3. WSP corporate sponsorship policy and programme in place.
4. Strong relationship with funding partners and funding and related supports maintained.

## **Goal 4: Active Management**

Maintain an effective, well resourced, well managed and collaborative organisation.

### **Objective 4.2** *continued*

#### **Initiatives to get there:**

1. Annual operational and financial budgets agreed.
2. Annual applications for core and programme funding from the ISC, partners and other sources.
3. Explore possibilities of alternative funding sources including developing WSP sponsorship policy.
4. Annual financial accounts and audit completed in a timely manner.
5. Robust financial plans, monitoring and reporting financial systems in place.
6. Prudent management of WSP resources.
7. Funding partners informed of relevant WSP activities and appropriate acknowledgement given.

### **Objective 4.3**

Develop and implement a systematic and formal planning process for entry, retention, evaluation, withdrawal and exit of WSP programmes and activities.

#### **Measures for Success:**

1. Formal process in place and being implemented for programme/event entry, planning, evaluation and exit.
2. Annual schedule of planning and evaluation meetings taking place.
3. Annual programme and event portfolio review in place.
4. Evidence of the impact and value of WSP activities available.
5. Formal Research Programme in place.

## **Goal 4: Active Management**

Maintain an effective, well resourced, well managed and collaborative organisation.

### **Objective 4.3** *continued*

#### **Initiatives to get there:**

1. Develop a process suitable for use for all WSP activities that systematically:
  - formalises the approval of programmes at entry
  - outlines the planning process
  - outlines how activities will be evaluated
  - explores at an early stage how WSP plans to exit the activity.
2. Put in place a system to support stronger planning and evaluation.
3. Categorise the current WSP programme and event portfolio in terms of WSP support levels and agree targets for the strategic period to support programme balance and prioritisation.
4. Identify research opportunities for specific programmes with clearly identified objectives and partner support.

### **Objective 4.4**

Support the effective operation of WSP, its board and staff through strong governance and the maintenance of a range of appropriate administrative and corporate policies and procedures.

#### **Measures for Success:**

1. Effective board with appropriate representation from key agencies.
2. WSP policies and procedures developed and updated regularly and applied in the organisation.
3. Annual Operational Plan developed and approved.
4. Annual staff training needs assessment and plan in place.

#### **Initiatives to get there:**

1. Perform a full board membership and structure review.
1. Review, develop and maintain WSP policies and procedures.
2. Annual Operational Plan developed and approved in line with WSP strategy.
3. Annual Performance Management system in place for all staff including staff training needs assessment and professional development review.

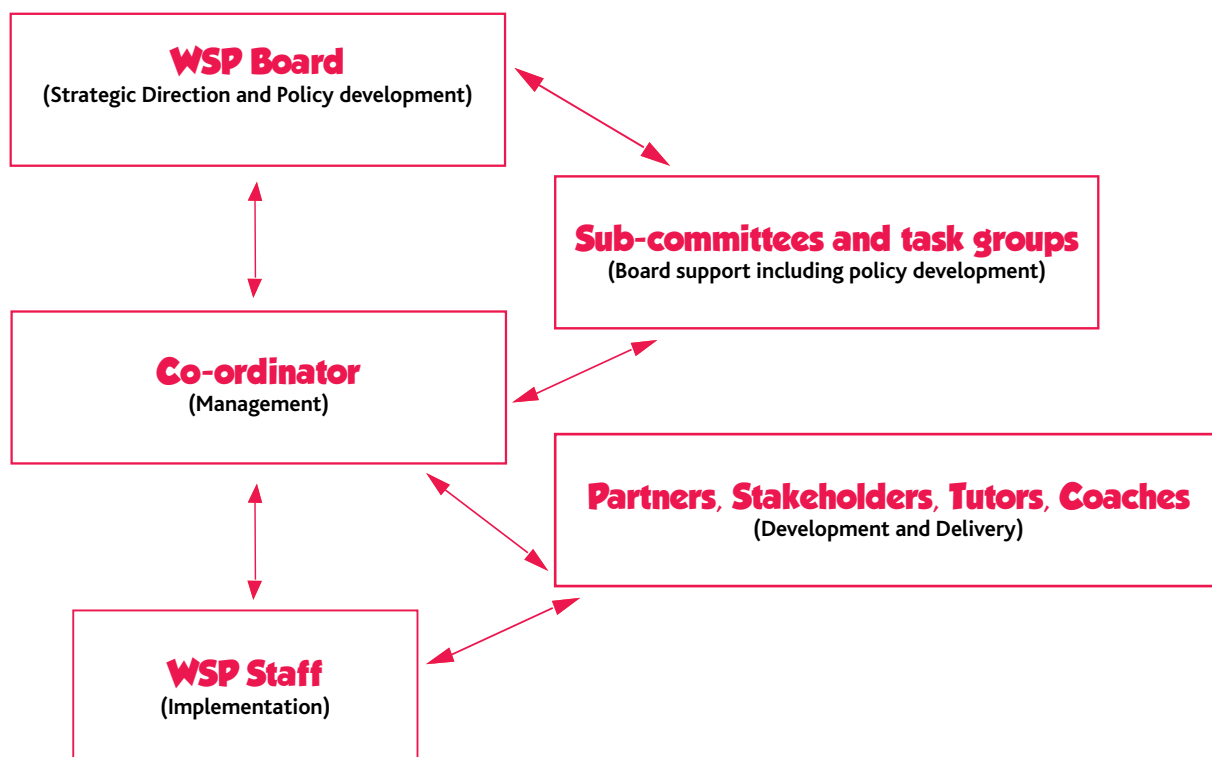
# Strategy Implementation, Evaluation and Measurement of Progress

**This strategy represents WSP's direction for the next four years. Its implementation will be achieved as follows:**

## WSP Operational Structure

The WSP Board is responsible for strategic direction and policy development and for creating an environment for the cohesive development of sport and physical activity in County Waterford. A full board membership and structure review will take place in 2014 to ensure the board is best placed to meet this responsibility in a changed and changing environment for many partner agencies. Sub-committees and task groups are formed to support the work of the Co-ordinator and Board especially for policy development.

The Co-ordinator manages WSP on a day to day basis, is responsible for the implementation of the strategic plan and supporting the staff in delivering their workplans. The Co-ordinator and staff work closely with partners, stakeholders and tutors to ensure the quality development and delivery of programmes and events.



## Annual Operational Plans

Annual Operational Plans will be developed by WSP staff and approved by the WSP board and the Irish Sports Council. The Operational Plans will be informed by the objectives and actions identified in the WSP Strategy and will outline the work to be undertaken in that year, the targets to be reached, the lead partner and support agencies and organisations.

## Evaluation and Measurement of Progress

WSP is committed to evaluating and measuring its progress throughout this plan. A priority action for 2014 is the development of a systematic and formal planning and evaluation system building on the current planning and evaluation process. WSP will evaluate its activities, structures and systems and in particular measure the impact of programmes on participants. This will involve both qualitative and quantitative data. The measures for success outlined for each objective in this plan will be used as the indicators to be applied in the evaluation of WSP's work and the measurement process will be agreed and developed annually.

## The Next Four Years

WSP is setting out an ambitious plan over the next four years. It is based on the fundamental principle of collaborative working with our various partners. All of the initiatives outlined in this plan will require the support and commitment of the relevant partners. The operational plans will identify the relevant partners and the timeline for shared delivery of many of these actions.

	2014	2015	2016	2017
<b>Goal 1 : Active Communities</b>				
Target community partners for relationship development	✓	✓	✓	✓
Training opportunities for community leaders	✓	✓	✓	✓
Review current training programme	✓		✓	
Develop and create links to training resources	✓	✓	✓	✓
Funding information for community based groups	✓	✓	✓	✓
Sustainable Programming for various target groups – young people, older adults, people with a disability, women & teenage girls, disadvantaged groups	✓	✓	✓	✓
Community based events increasing participation and awareness levels	✓	✓	✓	✓
Resources developed for community led events		✓		✓
Schools Training & Support Plan in place identified via consultation	✓		✓	
School Programme interventions	✓	✓	✓	✓
Training opportunities for childcare/primary/secondary school staff	✓	✓	✓	✓
Support of and links with DEIS schools/Sports Clubs/School Award Programmes	✓	✓	✓	✓
Support development of sustainable natural and built infrastructure for use by wider community	✓	✓	✓	✓
Facility and infrastructure audit complete		✓		✓
Support initiatives for increased access eg low cost opportunities	✓	✓	✓	✓

## The Next Four Years

<b>Goal 1: Active Communities</b> <i>continued</i>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Explore agency commitment to development of a County Waterford Facilities Strategy			✓	
System to develop partnerships and links with events, festivals, groups	✓	✓	✓	✓
Promote existing amenities used for physical activity opportunities	✓	✓	✓	✓
Active Travel programme development and promotion	✓	✓	✓	✓
<b>Goal 2: Active Sports</b>				
Up -dated club information available online	✓	✓	✓	✓
Quality club resources available online		✓	✓	
Child Protection Policy Implementation Review		✓		✓
Funding information and support programme	✓	✓	✓	✓
Guidelines for clubs on coach and volunteer recruitment developed		✓		
Action plan for disengaged clubs/sports		✓		✓
New clubs supported in set up and development	✓	✓	✓	✓
Online resources developed/promoted supporting coaches and volunteers	✓	✓	✓	✓
Annual club training plan – identified by consultation	✓	✓	✓	✓
Annual club consultation	✓	✓	✓	✓
Up -dated NGB information available online	✓		✓	
Annual NGB planning meetings and action plans	✓	✓	✓	✓
Partnered initiatives between WSP and NGBs	✓	✓	✓	✓
<b>Goal 3: Active Engagement</b>				
WSP Brand Strategy review	✓		✓	
Initiatives supporting a positive WSP profile	✓	✓	✓	✓



## The Next Four Years

<b>Goal 3: Active Engagement</b> <i>continued</i>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Annual communications plan and review	✓	✓	✓	✓
Programme/event specific programme plans	✓	✓	✓	✓
Database Management Review	✓		✓	
Data quality review		✓		✓
Develop new tools for stakeholder engagement	✓		✓	
Agreements, action plans and targets in place for partners		✓	✓	✓
New partner relationship development	✓	✓	✓	✓
<b>Goal 4: Active Management</b>				
WSP role and approach to influencing policy of key partners clarified and agreed	✓			
Identify leadership or policy making opportunities and challenges	✓	✓	✓	✓
Strengthen relations for retention of funding and funding sources	✓	✓	✓	✓
Explore alternative funding opportunities, Sponsorship Policy		✓		✓
Appropriate accounts, monitoring and reporting systems in place		✓		✓
Develop planning and evaluation system	✓		✓	
Schedule for planning, evaluation and review pre/post activities	✓	✓	✓	✓
Categorise activity portfolio in terms of WSP support levels and agree targets	✓		✓	
Research opportunities		✓		✓
Board Membership and Structure Review	✓		✓	
Review and develop policies and procedures	✓	✓	✓	✓
Annual Operational Plan	✓	✓	✓	✓
Annual review of staff training needs and professional development	✓	✓	✓	✓



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