



**WATERFORD**  
SPORTS PARTNERSHIP

*Supporting Activity and Sport For All*

— SPORT IRELAND —

# Review of the Implementation of the Waterford Sports Partnership Strategic Plan 2014 - 2017

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## Context for the Waterford Sports Partnership Strategic Plan 2014 – 2017

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*The following is a review of Waterford Sports Partnership's (WSP's) Strategic Plan 2014 – 2017. The purpose of this review is in part to evaluate the actions of WSP for the period of this plan and also in preparation for the development of WSP's 2018 – 2022 Strategic Plan.*

### Context

WSP's key role is to support the engagement of the County Waterford population in sport and physical activity. The following is an outline of the strategic context for sport in Ireland and in County Waterford during the development of the 2014 Strategic Plan and how this shaped the role and the actions of WSP.

### Healthy Ireland

This national framework sought to improve the health and wellbeing through a new commitment to public health with a considerable emphasis on prevention. In particular, the framework provided for new arrangements to ensure effective co-operation between the health sector and other areas of Government and public services. It invited the private and voluntary sector to participate through well-supported and mutually beneficial partnerships.

This framework provided an impetus for shared approaches to the application of sport and physical activity as a means of promoting healthy lifestyles and it directed and supported WSP's engagement in the public, private and voluntary sectors.

### National Sports Policy 2018- 2027

The National Sports Policy vision is: "People will be inspired, their lives enriched, their enjoyment enhanced, and their quality of life improved as a result of their own active or social participation in sport, and as a result of success by our top sports people in competition. All entities in our sporting community will be highly regarded for the quality of their staff and volunteers, their standards of governance, ethics and accountability, and their spirit of collaboration including with partners beyond the sporting sector."

Local Sports Partnership's (LSPs), including WSP, have an important local role in realising the vision of the National Sports Policy by supporting the development and by promoting engagement in a broad range of sport and physical activity opportunities.

### Sport Ireland Statement of Strategy

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. A key aspect of WSP's role is to ensure opportunities and participation amongst all of County Waterford's Community.

### The National Physical Activity Plan

The National Physical Activity Plan (NPAP), arises from the commitment within the Healthy Ireland Framework to promote increased physical activity levels across the population. The NPAP aims to "provide a strong focus for modifying unhealthy lifestyle habits and promoting awareness of the benefits of physical activity in relation, not just to health, but in a wider socio-economic context." Get Ireland Active, The National Physical Activity Plan. 2016. P 5.

*"Physical activity is any bodily movement produced by the skeletal muscles which causes energy expenditure greater than at rest and which is health enhancing." World Health Organization Resolution WHA57.17. (2004).*

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<sup>1</sup>County Waterford has a population of 113,795 and an area of 1,857 square kilometres. It is the 20th largest county in Ireland with respect to land area and the 20th in population.

Sport and physical activity is also a key agent in meeting the challenge of obesity in Ireland<sup>2</sup> and WSP is part of the 'bottom up' healthier choices through sport approach which is proposed in the Obesity Policy and Action Plan.

WSP recognises and actively promotes the role of sport and physical activity as a means of realising active healthy lifestyles.

### **Waterford County Development Plan 2011 – 2017**

WSP was identified as a key partner in realising the sports and recreational objectives of the County Development Plan. WSP also has a role in the support and development of Trails Planning for the county and the Sean Kelly Tour of Waterford was identified as an important activity tourism event for which WSP was a key partner.

### **County Waterford Local Economic and Community Plan 2015 - 2020**

WSP's strategy translates some of the Stronger Safer and Healthier Waterford objectives within the Community Plan into specific actions and participation opportunities.

### **Irish Sports Monitor 2013 Annual Report**

To realise these national and local roles, WSP took into account the sports and physical activity participation rates in Ireland as indicated by the Irish Sports Monitor 2013 Annual Report<sup>3</sup>:

- Participation in sport had risen to 47.2% of the population.
- Four times as many people participated in individual sports (41.5%) than team-based (10.9%).
- Participation in personal exercise, running, cycling, weights and dancing increased.
- Female participation increased by 3.7% to 42.7%, especially among females aged 25 to 44.
- Younger males were less likely to play sport than in 2011.
- Participation among those with an illness/disability was 33.5%, considerably lower than those without an illness/disability 50.5%.
- Recreational walking remains the most popular form of physical activity with 2.3 million people aged 16 or over participating 64.6%.
- Cycling for transport has increased by 0.9% since 2011 and remains heavily male dominated.
- The percentage of people who are highly active increased by 2% from 29.3% to 31.3%.
- The proportion who are sedentary continues to decline with a 1.2% decrease
- 13.3% were volunteers for sport.
- 36% were a member of a sports club (36.3%),

It was evident at this time that there was growth in sport and physical activity participation in terms of volume and intensity, however, there were still a number of challenges. This policy and participation context informed the perspective of WSP, and the direction of their Strategic Plan's focus and action areas.

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<sup>2</sup>A Healthy Weight for Ireland (Obesity Policy and Action Plan) 2016-2025

<sup>3</sup>A national review of sports participation Ireland undertaken independently by Ipsos MRBI

## Outline of Waterford Sports Partnership Strategic Plan 2014 – 2017

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On the basis of this context, it is apparent that the 2014 – 2017 Strategic Plan sought to support and promote recreational participation in sport and physical activity amongst the general population primarily via community and club structures. WSP sought to develop the capacity of the community, including schools and clubs to lead out on local programmes. The following review considers the effectiveness and impact of this approach. The WSP strategy identified the following vision, mission and goals.

**VISION:** Waterford - Active People, Active Place.

**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.

- GOALS:**
- GOAL 1    Active Communities:**  
Enable and support communities to lead and develop opportunities for sport, physical activity and active living.
  - GOAL 2    Active Sport:**  
Enable and support sports clubs as settings and pathways for participation in and development of sport and physical activity.
  - GOAL 3    Active Engagement:**  
Engage strategically and effectively with all relevant stakeholders.
  - GOAL 4    Active Management:**  
Maintain an effective, well-resourced, well managed and collaborative organisation.

## Review Consultation Process

This review process involved an initial period of structured reflection by the WSP Board and staff in advance of the formal review and strategic development process with the staff, Board, partners and the wider sports network. This consultation process considered the role, activities and the impact of WSP.

| PROCESS   | FORMAT  | DATES                                     |
|---|---|---|
| Staff and Board Reflection                                  | Structured Consultant led reflective process.         | April 2017-April 2018                     |
| Analysis of existing plans and policies                     | Desk Review   | Early April 2018                          |
| Waterford Sports Partnership Staff                          | Group Meetings and Discussions.                       | 17 <sup>th</sup> – 18 <sup>th</sup> April |
| Waterford Sports Partnership Board                          | Individual Meetings and group presentation.           | 17 <sup>th</sup> – 18 <sup>th</sup> April |
| Sports and physical activity providers and related agencies | Focus group meetings                                  | 8 <sup>th</sup> – 9 <sup>th</sup> May     |
| Sports and physical activity participants and clubs         | Group meetings and online questionnaires <sup>4</sup> | 8 <sup>th</sup> – 9 <sup>th</sup> May     |
| Meeting with the Board and staff of WSP.                    | Group meeting   | 15 <sup>th</sup> June                     |
| Waterford Sports Partnership Staff                          | Group Meeting   | 15 <sup>th</sup> August                   |
| Co-ordinator discussions                                    | Various   | April – October 2018                      |

The review consultation process involved a mix of group, individual and focus group formats. In practice the consultation process was led by a formal facilitation which varied in focus according to the group being consulted with.

The Board, staff and partners of WSP, were asked about the internal perspective of WSP with respect to its different ‘customers’ such as the providers of sport and the participants, and their expectations of WSP. This cohort were also asked about the actions and impact of WSP on participation and the capacity development of providers.

The external consultation participants such as the sports and physical activity providers and participants were asked for their perspectives around the key areas of responsibility of an LSP<sup>5</sup> and the extent to which WSP fulfilled these. The responses from the individuals or groups were then followed and probed and where possible linked to the specifics of WSP 2014 – 2017 strategy.

### Consultation Tone

*The overall tone regarding WSP in the consultation process from the internal and external participants was very positive and complementary. The general response was that WSP had an important role which they were realising competently and proactively. Many perceived WSP as a ‘fellow traveller’ which engages and listens. In general, the consultation comments relating to the challenge of sports and physical activity were more ‘out there’ rather than in here in WSP. WSP was perceived as being part of the solution to the challenges which exist in the various sports development environments.*

Frequently comments from the consultation process focused on concrete actions and process rather than strategy. For example, there were a wide range of specific actions suggested around increasing participation in sport. These concrete actionable or process comments tended to relate to resources, accessibility, training opportunities and the sharing of information. The more strategic comments concerned relationship management, clarity regarding WSP vision and objectives and the need for a shared approach.

<sup>4</sup> The online questionnaire has circa 100 respondents.

<sup>5</sup> These areas of responsibility included increasing levels of participation, more sustainable resources, greater access to training and education, improved access to information and enhanced LSP structures.

## Review Findings

*The following is an outline of the review findings through an objective by objective review of the 2014 – 2017 Strategic Objectives.*

### GOAL 1: ACTIVE COMMUNITIES

Individuals are motivated to participate in sport and physical activity for different reasons ranging from competitive sport to recreational activity. While the work of WSP benefits most of these motivations, it has specific responsibility for supporting recreational and active lifestyles and in supporting and encouraging those who are not active.

| OBJECTIVE  | CONSULTATION FEEDBACK  |
|--|--|
| <b>Training and Development opportunities for community staff, leaders and volunteers:</b> | <ul style="list-style-type: none"> <li>· Very positive feedback regarding the work of WSP. There is a strong sense that WSP supports communities, very positive comments regarding the accessibility, responsiveness and knowledge of WSP staff.</li> <li>· There are different levels of readiness across the communities which WSP engages with.</li> <li>· The cost, time and travel to training events is challenging for a lot of organisations, there is a desire for more local events.</li> </ul>  |
| <b>Diverse range of sport and physical activity opportunities:</b>                         | <ul style="list-style-type: none"> <li>· Very positive, WSP is considered creative and effective in identifying and realising appropriate programmes.</li> <li>· Challenges regarding sports and physical activity opportunities for individuals with a disability tend to be about the lack of opportunity beyond WSP programmes and in the general sports system.</li> <li>· Older adult groups are very positive about the range of opportunities but they note their unique need for ongoing support and handholding.</li> <li>· Need to have a good spread of opportunities in rural areas. WSP and sport development in general is perceived by some as being urban-centric.</li> <li>· WSP disability related sports programmes/approach were commented on positively, however, people with a disability were identified consistently as requiring more supports.</li> <li>· The 'SportsAbility Day' was commented on positively by a number of respondents and it was suggested that this model should be expanded.</li> </ul> |
| <b>Schools as settings and advocates:</b>  | <ul style="list-style-type: none"> <li>· Strong sense of support from WSP.</li> <li>· The effectiveness of balance bikes and training for teachers was acknowledged. Not clear regarding the availability of this for all schools.</li> <li>· There is a sense of schools being overwhelmed regarding the expectations on staff. WSP is not however in a position to resolve these resource issues other than to provide tailored sport and physical activity supports to this group.</li> </ul>   |
| <b>Accessible opportunities in the Natural and Built Environment</b>                       | <ul style="list-style-type: none"> <li>· Most of these comments relate to the Waterford Greenway, which was seen as a significant addition to the county's sport and physical activity infrastructure.</li> <li>· A demand for more sports and physical activity opportunities in local public spaces, and possibly the need for broader range of activities such as door-step sports.</li> <li>· The coastline, mountains and countryside of the county offer a range of accessible and inexpensive settings for sport and physical activity.</li> </ul>  |
| <b>Promotion of Active and Healthy Lifestyles:</b>   | <ul style="list-style-type: none"> <li>· The message is out there regarding healthy lifestyles.</li> <li>· It is difficult to relate this agenda directly to WSP activities as it is not distinct from the broad actions of WSP.</li> </ul>  |

## COMMENTS

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*‘WSP brings skills and solutions’ consultation participant.*

### **Observation:**

Strong support and appreciation from communities and schools. The feedback on WSP supporting participation opportunities was consistently positive and it is perceived as encouraging a diversity of sports and activities which target a range of different types of participants. There were a number of positive comments regarding specific WSP actions and there is an increasing awareness and use of the outdoors as sports and physical activity settings.

### **Continuity:**

Significant continuity in this area suggested and an expansion of actions where possible.

### **Change:**

More rural actions as resources allow. Consider new more self-led initiatives? WSP should continue to be responsive to the specific needs of the different types of participants and encourage others to do the same. This approach supports the ‘bespoke’ development and provision of a diverse range of meaningful programmes according to the needs and practical context of the participants.

*“We need to start from where they are not where we are”*  
State organisation representative.



## GOAL 2: ACTIVE SPORT

The intention here was to enable and support sports clubs to be quality places for participation in and development of sport.

| OBJECTIVE  | CONSULTATION FEEDBACK  |
|--|--|
| <b>Support Club Development Best Practice and Governance</b> | <ul style="list-style-type: none"> <li>It was generally acknowledged that WSP was effective in growing the capacity of sports and physical activity organisations and individuals.</li> <li>A range of WSP club development supports, training and seminars as well as on-demand responses to clubs on a variety of issues.</li> <li>A general observation from the process that more, affordable and local, training and education supports are required for volunteers.</li> <li>WSP best practice and governance agenda is visible. May be perceived or understood via specific WSP courses more-so than as a culture.</li> <li>Sense from some that clubs need to do more to provide practical accessibility and inclusion.</li> <li>There is a lack of sufficient information and communications regarding what clubs offer. However, it is difficult to envisage WSP as a one stop shop for this information.</li> <li>There are increasing administrative and system pressures on clubs and other sports and physical activity organisations.</li> <li>Securing funding is an ongoing issue for most sports organisations.</li> <li>Supporting inclusive activities can be challenging for volunteer coaches and clubs due to training and education gaps as well as the difficulty in physical access and the use of sports facilities for individuals with a disability.</li> <li>The affordability of some sport infrastructure is a barrier to participation, "Pitches can cost €90 per hour to hire".</li> </ul> |
| <b>High Quality Training and Education</b>                   | <ul style="list-style-type: none"> <li>Mainly realised via specific training courses such as Safeguarding training.</li> <li>WSP volunteer supports can be very effective through WSP working directly with specific clubs.</li> <li>There is increased national and local pressure on volunteers, and varying levels of effective leveraging of volunteers by clubs. More volunteer supports are needed.</li> <li>Given the turnover of staff and volunteers in the sport network, training and education demand is continuous.</li> <li>Garda vetting remains a frequent and frustrating process. Currently this is a faster process than in the past but the need for individual volunteers to undergo multiple vetting for different sports is frustrating.</li> </ul>   |
| <b>NGB Relationships</b>                                     | <ul style="list-style-type: none"> <li>These were perceived generally as positive. However, it can be difficult to differentiate or balance WSP versus NGB responsibility, especially where an NGB is poorly resourced.</li> <li>There is a recognition and an expectation that WSP influences NGBs and others to develop or provide appropriate training and education opportunities where there are gaps.</li> <li>WSP has strong relationships and programmes with many NGBs including the FAI, Rugby and Boxing. Further relationship building with other organisations is required and is ongoing. There appears to be a good relationship with NGB Development Officers.</li> </ul>  |

## COMMENTS

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### Observations:

Volunteer supports and training programmes were a dominant issue during the consultation process. There are growing expectations on volunteers around quality, safety and governance in addition to technical sports knowledge and this places higher training loads and oversight requirements on the volunteer. The current range of shared activities and relationships with the IT in Waterford appears to be significant and effective.

The staff and Board of WSP are keenly aware of the county's sport and physical activity resources. It was acknowledged that WSP supports and provisions for clubs are relevant and they are appreciated. WSP is effective at engaging communities and individuals with existing sport and physical activity facilities through targeted programmes and by bringing sport to people through working with communities and providers.

### Continuity:

Generic training courses are valued and appreciated, however there are some bottlenecks on NGB courses. The culture of inclusion and governance, while growing, is still a work in progress.

### Change:

- There was a general desire to make volunteer training easier, more local, timely and with plenty of advance warning and multiple opportunities to take part.
- WSP must continue to create or support an environment in which clubs and other organisations collaborate and share their administrative and development experience and expertise.
- WSP has a role in advising or assisting in the increasingly complex area of data protection amongst clubs and volunteers.
- The portfolio of actions and opportunities between WSP and IT Waterford could be more formally acknowledged and structured.

*"We received training in cycling and now we can deliver this activity ourselves."*  
Consultation respondent.

More space might be provided in the subsequent strategic plan for supporting the use of physical infrastructure in natural and built participation settings. WSP should also continue its approach of supporting the use of informal sports and physical activity settings such as parks and the Waterford Greenway.

## GOAL 3: ACTIVE ENGAGEMENT

This goal related to effective engagement with stakeholders, sport and physical activity communication issues, the process of communicating and the best message to motivate and create awareness.

| OBJECTIVE   | CONSULTATION FEEDBACK  |
|---|--|
| <b>Clear brand strategy: awareness profile and positioning.</b> | <ul style="list-style-type: none"> <li>· No negative comments regarding the perception of WSP.</li> <li>· Good WSP visibility and high awareness within the sector, however individual programmes tend to be more visible than WSP itself. There were a number of comments regarding the lack of awareness of WSP amongst the general population.</li> <li>· Relevant organisations are aware and appear to have a clear understanding regarding WSP's position and value. The depth of this WSP role awareness within organisations is difficult to establish.</li> </ul>   |
| <b>Structured and effective means of communicating.</b>         | <ul style="list-style-type: none"> <li>· WSP must generate and share information across two audiences, participants and partners/providers. These audiences have different priorities and expectations and hence different information requirements.</li> <li>· WSP communications are regular and they are across a range of traditional and social channels. Questionnaire responses indicate that email, the website and the newsletter were respectively the most effective.</li> <li>· It was accepted that WSP is good at social media however there are practical challenges such as WSP being aware and providing information on upcoming third-party courses and participation opportunities at least two weeks in advance.</li> <li>· WSP Facebook page is updated frequently and there are extensive information and photographs, however, limited likes and shares.</li> <li>· Some comments regarding how WSP social media needs to be made more viral and 'spreadable'.</li> <li>· Some use of Instagram, good use of video but more might be done to group or present these video resources coherently.</li> <li>· Communications content is perceived positively, a small number of comments regarding the insufficient prior warning or the lead-in time of communications regarding courses.</li> <li>· WSP's website is a good repository of information and supports, however, it does not sell sport, the functional and engagement role of the site is currently being revisited.</li> </ul> |
| <b>Information Management System.</b>                           | <ul style="list-style-type: none"> <li>· WSP makes significant use of Eventbrite.</li> <li>· WSP uses Salesforce software for databases.</li> </ul>  |
| <b>Develop and strengthen relationships with partners.</b>      | <ul style="list-style-type: none"> <li>· Strong WSP relationships with sports related organisations and Board partners.</li> <li>· Extensive WSP relationships across a range of organisations at both an operational and increasingly at a strategic level.</li> </ul>  |

## COMMENTS

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### Observation:

There is good WSP visibility but at different levels for different observers (participant versus partners).

### Continuity:

Well designed and delivered WSP programmes and a number of standalone programme brands. Continue the information rich content in communications.

### Change:

- Increased clarity is required regarding the different perceptions of the WSP brand for participants, providers and partners.
- More needs to be done to enhance the emotional and sharing/like value of WSP communications content. WSP's communications approach must continually be formally reflected upon, amended and monitored with respect to metrics such as likes, shares and reposts.
- More traditional methods such as posters in doctors' waiting rooms and shopping centres should be considered.
- WSP is limited in the extent to which it can provide a 'one stop shop' for information on all sport and physical activity opportunities in the county. However, additional consideration of the solution to this is suggested.
- While WSP completes objective evaluations through SPEAK, more might be done to capture and illustrate the more subtle but compelling subjective impact of WSP's actions. WSP might capture more testimonials and the subjective evaluation of their work.

## GOAL 4: ACTIVE MANAGEMENT

WSP operates as a business within a partnership of organisations and agencies with their own strategies and objectives and these inform and shape the actions of WSP. Managing these resources, objectives and relationships is central to the effectiveness of the Partnership.

| OBJECTIVE  | CONSULTATION FEEDBACK   |
|--|---|
| <b>Leadership Role and Influence</b>   | <ul style="list-style-type: none"> <li>WSP is involved closely in county strategies and organisations regarding sports and physical activity.</li> <li>WSP plays a leadership role with national LSP and Sport Ireland related issues.</li> <li>Formally monitoring, reviewing and targeting its inter-organisational relationships is an increasingly important responsibility for the Partnership.</li> </ul>   |
| <b>Maintain and Strengthen Resource Base.</b>  | <ul style="list-style-type: none"> <li>Recognition and appreciation of the resource of WSP as a whole and with respect to individual named staff.</li> <li>WSP has an effective process and clarity in securing and applying funding.</li> <li>WSP staff has clear remits within the complex landscape of WSP responsibilities. However there is a risk of staff burnout given the diversity and volume of work which is expected.</li> </ul>   |
| <b>Systematic and Formal Planning for entry and exit of programmes and activities.</b> | <ul style="list-style-type: none"> <li>There is considerable demand on the staff and resources of WSP, with problematic sustainability for some target groups and settings. Further clarity and boundaries are required regarding what WSP's responsibilities/limitations are.</li> <li>Some valuable research and good relationships with WIT around this.</li> <li>A sense that the evaluation process of WSP is not 'deep' enough. The powerful detail around the impact of WSP at individual level is missing.</li> </ul>   |
| <b>Effective Operation through Governance, policies and procedures.</b>                | <ul style="list-style-type: none"> <li>The structure of WSP Board, staff and sub groups and the manner in which these operate, appears to be effective.</li> <li>Regular well attended Board meetings and an effective sub-committee structure.</li> <li>Strong paper-trail regarding WSP's planning and reporting process.</li> <li>Strong WSP policy and procedure process in place.</li> <li>Ongoing staff training in place. Individual staff training plans?</li> <li>Good use of student placement and relationships with WIT course leaders and students.</li> </ul> |

## COMMENTS

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### Observations:

WSP's relationships with other organisations were commented on positively throughout the consultation process. These relationships are central to WSP's ability to act, its influencing power and its network capital. Furthermore, WSP was acknowledged as being effective in connecting network members with each other.

WSP is well organised and structured. Work systems are strong and they are reflected upon and are being attended to. The strategic visioning of WSP can be skewed by the availability of funding sources.

### Continuity:

Continue to manage the systems as they are with ongoing attention to upgrading and questioning. Board members increasingly to act as ambassadors for the Partnership within their own organisations and by attending WSP events.

### Change:

- Ongoing challenge of the deep and the personal evaluation of programmes and courses. This is a national issue which is under consideration. Need to monitor and reduce the risk of overwhelming staff.
- The scale of sport and physical activity development opportunities and expectations extends beyond the current resources of WSP.
- The inclusion of additional agency representatives or co-opting members on WSP Board, for example commercial providers, may enhance the focus of the Board and the Partnership.
- A combined approach amongst regional Sports Partnerships may assist WSP to influence or lobby at a regional or national level.
- WSP must continue to define its responsibilities and focus if it is to stay within its resource limitations while also seeking to expand its resource base.
- Ongoing care is required to limit excessive expectations and demands on WSP staff. The evolution of WSP requires structured reviews of staff roles and responsibilities and ongoing training and support resources as well as care to prevent burnout.
- The commercial sports and physical activity sector is growing and while there was limited engagement from this sector in the consultation process, it is apparent from other locations that commercial providers have an increasingly important role to play. Identifying appropriate additional engagement opportunities for the commercial sector is suggested.

## Conclusions

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*The review and consultation process points to the overall need for continuity in the vision, objectives and actions of WSP. Also, attention might be given to the following strategic areas which have emerged from this review process:*

- **Defined Role:** WSP has an increasing confidence in its role and impact. More might be done to refine this role so that it sits better within the resource limitations of the Partnership. In particular there is a significant load on WSP staff which risks overwhelming their capacity. Also, the responsibilities of others must be clarified and supported.
- **Managing the noise:** WSP must continue to provide clear direction and leadership to participants and partner organisations. The message of WSP, its role and responsibilities needs to be tweaked.
- **WSP agenda:** WSP must continue to strengthen and pursue its local needs/agenda while also linking and balancing with the national funding agendas etc.
- **Relationships:** WSP at a strategic level, is about organisation relationship management. At an operational level, WSP is about building local and personal relationships and developing the capacity of these 'sports makers'.
- **Communications:** This is a constantly evolving area with respect to the increasing variety of channels and the ubiquity of social media. WSP must continue to respond to the communication needs of its two key audiences, the end user participant and the supporting partner organisations. The information communicated on sport and physical activity is good and there is an opportunity to increase the emotional engagement content.
- **Evaluation:** The value of sport and physical activity is not captured through objective data alone. The impact on individuals can be significant and lifelong and further work is required to identify how these individual stories can be captured and shared. There is a national responsibility and evolving approach.

### FUTURE STRATEGY LEARNINGS

- More of the same, but more aware of the two audiences Participant and Partners/Providers. Two WSP roles and messages regarding growing enjoyment and building capacity.
- Less extrinsic more intrinsic motivation, less emphasis on health more on enjoyment.
- Make it more personal. The local needs and challenges at a community and a personal level are part of the story.
- More WSP leadership, advocacy for the sector and thought leadership in the local sector.
- More sharply defined WSP role, primary outcomes of quality delivery and engagement in sport, versus secondary outcomes of health and inclusion.
- Grow the relevance of WSP within other organisations/partners.
- More evaluation, insight, testimonials.

### SUMMARY

- Large degree of continuity.
- Building Enjoyment and Capacity
- Leadership: Culture and Advocacy.
- Evaluate.



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