



# WATERFORD SPORTS PARTNERSHIP

*Supporting Activity and Sport For All*

— SPORT IRELAND —



SPÓRT ÉIREANN  
COMHPHÁIRTÍOCHTAÍ ÁITIÚLA SPÓIRT

SPORT IRELAND  
LOCAL SPORTS PARTNERSHIPS

## Strategic Plan 2018 - 2022



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## Abbreviations

<b>FIS</b>	Federation of Irish Sport	<b>WAP</b>	Waterford Area Partnership
<b>GDPR</b>	General Data Protection Regulation	<b>WCC</b>	Waterford Childcare Committee
<b>HSE</b>	Health Service Executive	<b>WCCC</b>	Waterford City & County Council
<b>KPIs</b>	Key Performance Indicators	<b>WIT</b>	Waterford Institute of Technology
<b>LSP</b>	Local Sports Partnership	<b>WLP</b>	Waterford Leader Partnership
<b>NGBs</b>	National Governing Bodies of Sport	<b>WSP</b>	Waterford Sports Partnership
<b>PPN</b>	Public Participation Network	<b>WWETB</b>	Waterford and Wexford Education and Training Board
<b>SI</b>	Sport Ireland		



## “ Our Core Belief about sport and physical activity

Our core belief is that participation in sport and physical activity is good for you, your family and your community. It brings people together. It is good for our physical, mental, emotional and social health and wellbeing and contributes to a better quality of life. We want everyone to have opportunities to participate at their chosen level. We believe sport and physical activity enrich our lives.

While our core belief shapes our fundamental thinking and attitude to sport and physical activity, WSP recognises that the manner in which we approach our work, internally and externally, is of critical importance in realising our goals and objectives. Our approach will be underpinned by

### **Waterford Sports Partnership's Core Values:**

- **Relationships** – we recognise the importance of our collective strengths and the value of partnership and team effort
- **Leadership** – we embrace growth and development and promote best practice
- **Inclusiveness** – we encourage and promote opportunities for everyone
- **Respect** – we appreciate diverse contributions and encourage a welcoming environment
- **Integrity** – we earn trust and take responsibility for our actions
- **Sustainability** – we empower and enable others and focus on effectiveness and outcomes.



Message from

**John Treacy**

Chief Executive  
Sport Ireland



I would like to congratulate Waterford Sports Partnership on the development of their 2018 – 2022 Strategic Plan. Sport Ireland has always promoted the health benefits and positive social impact of sports participation for individuals, families and communities, and I am delighted to see the emphasis Waterford Sports Partnership have placed on this throughout their strategy.

While active participation levels have been on an upward trend, Sport Ireland recognises that participation in sport and physical activity differs between communities. Waterford Sports Partnership's new strategy is built on the organisation's core values of inclusiveness, respect, integrity and sustainability which will ensure that the goals, objectives and actions of this strategy will benefit everyone in the community, with a particular focus on engaging and activating underrepresented groups.

Waterford Sports Partnership's commitment to supporting and strengthening the capacity of clubs, volunteers and organisations who facilitate sport and physical activity in the county ensures that their investment in sport is sustainable, reaches those with the capacity to deliver results and allows for greater reach into targeted communities. The partnership model adopted by Waterford Sports Partnership, along with their proactive approach to building local and national relationships, has always helped ensure that communities across the county have access to sport and physical activity opportunities.

The National Sports Policy 2018-2027 highlights the importance of developing a culture of sports participation and physical literacy among young people. Waterford Sports Partnership have been noteworthy in this area through their close partnership with schools and the youth sector over the years. This new strategy provides clear objectives and specific actions to further develop sports participation for young people in Waterford by researching the needs of young people in the county and working with partners to support opportunities and pathways for them to be active.

I commend Waterford Sports Partnership on the extensive consultation, evaluation and research carried out during the strategy development. This process produces a strategy that meets the needs of the communities in Waterford and has buy in and support across the county. I would like to thank, in particular, the staff and Board of Waterford Sports Partnership, as well as all stakeholders and partner organisations who were involved in developing this strategy and who will contribute to its success.

A handwritten signature in black ink, appearing to read 'John Treacy', with a long horizontal flourish extending to the right.

**John Treacy**



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Joint Message from

**Don Tuohy**

Chairperson  
Waterford Sports Partnership

**Rosarie Kealy**

Co-Ordinator  
Waterford Sports Partnership



We are delighted to present the Waterford Sports Partnership Strategic Plan 2018-2022. This is the fourth Strategic Plan for Waterford Sports Partnership and it continues to work towards our vision of 'Waterford – Active People, Active Place'.

This plan was informed by the review of the 2014-2017 Strategy and we thank all who contributed to that process. We are greatly encouraged by the positive feedback we received and this gives us the mandate to continue with our main objectives of providing and promoting, with our partners, more opportunities for people to participate in sport and physical activity while also supporting the network of sport providers in Waterford to develop and increase their capacity to deliver sustainable participation opportunities. We also note the need to broaden, when resources allow, our reach into rural areas, to continue to address the increasing burden on volunteers, to clarify our roles and responsibilities and to deepen the evaluation of our activities within a structured national framework.

Central to the success of Waterford Sports Partnership has been the strong support, collaboration and investment by our partners and funders. Our partnerships with various agencies, groups and organisations have resulted in a greater and more positive impact on participation in sport and physical activity. We are grateful to the sport and physical activity providers of Waterford, including sports clubs, schools, national governing bodies

of sport and community organisations for their invaluable investment of time, energy and effort and for working with us on various initiatives. We greatly value the contribution of key individuals – coaches, teachers, volunteers, physical activity tutors and community leaders and we look forward to continuing to work together in the future.

We would like to thank the Board of Directors of Waterford Sports Partnership, past and present, and their respective agencies for their valuable support and contribution of time and effort.

Thank you to Sport Ireland, and in particular the staff of the Participation Unit, for their ongoing financial and practical support and guidance. Thank you also to Humphrey Murphy of Irish Leisure Consultants for his valuable experience and professional consultation in facilitating the strategic review and planning process.

Finally, we would like to acknowledge and thank the staff of Waterford Sports Partnership, Louise Barry, Suzanne Baumann, Pauline Casey, Peter Jones, Eadaoin Loughman, Brian O'Neill and Karen Phelan. They are capable, dedicated and committed individuals and key to the successful realisation of this strategy.

Handwritten signatures of Don Tuohy and Rosarie Kealy in black ink.

**Don Tuohy**

**Rosarie Kealy**

# Waterford Sports Partnership

## Who We Are...

### An Introduction

Waterford Sports Partnership (WSP) was established in 2002 as part of Sport Ireland's (formerly the Irish Sport Council) Local Sports Partnership (LSP) initiative with the aim of increasing participation in sport and physical activity in Waterford. We are now part of a network of 29 LSPs in Ireland. WSP is a company limited by guarantee which is governed by a Board of Directors from local agencies and community organisations.

### WSP Board Membership

Our Board is made up of representatives from the following organisations:



### The WSP Team

We have an energetic, capable and committed staff of eight who work with our many partners in Waterford to support and develop participation in sport and physical activity. We have two office bases in Dungarvan and Waterford City.



Back Row (from L to R): **Brian O'Neill**, Youth Sports Development Officer; **Rosarie Kealy**, Sports Co-ordinator; **Suzanne Baumann**, Administrator; **Karen Phelan**, Communications Officer; **Peter Jones**, Sports Development Officer.  
Front Row (from L to R): **Louise Barry**, Sports Development Officer & Hub Development Officer; **Eadaoin Loughman**, Community Sports Development Officer; **Pauline Casey**, Sports Development Officer & Sports Inclusion Disability Officer.

### The context in which we work

WSP operates with the support, investment and leadership of Sport Ireland (SI) and we support SI to realise their sports participation objectives locally. We are also guided by the Department of Transport, Tourism and Sport's National Sports Policy 2018-2027, the National Physical Activity Plan for Ireland and the Healthy Ireland Framework. At local level, WSP was identified as a key partner in realising the recreational and sports objectives of the Waterford County Development Plan 2011-2017 and in building a 'Stronger, safer, healthier Waterford' in the 'One Waterford – Local Economic & Community Plan 2015-2020. We are guided at local level by this Strategy, our fourth Strategic Plan, and the ongoing input of our partners.

## What we do...

- We listen to and for the needs of **participants**, current and potential, and with our partners, provide and promote a wide range of sport and physical activity opportunities and supports,
- We support our **partners**, the **providers** of opportunities (sports clubs, schools, communities and commercial operators), so that they can develop and increase their capacity to deliver sustainable participation opportunities,
- We consider the **places** where sport and physical activity, organised or casual, happen and increase awareness, accessibility and inclusion,
- We work with local and national agencies, networks and funders to increase mutual understanding and target resources and effort to maximise impact,
- We promote a positive culture of enjoyable sport and physical activity experiences.

We focus our efforts on increasing the participation of those with low participation rates from a number of target groups ....

- » Young people and youth at risk
- » People with a Disability
- » Women and teenage girls
- » Men
- » Older Adults
- » Disadvantaged people
- » Ethnic Minority groups

while also supporting those who promote participation in sport and physical activity ....

- » Volunteers
- » Sports coaches and instructors
- » Club officials and administrators
- » Physical activity leaders
- » Community leaders
- » Teachers
- » Health workers

in many different places ....

- » Sports Clubs
- » Schools
- » Communities
- » Commercial and public facilities
- » The natural environment



Ireland has adopted, and adapted, the Council of Europe's definition of sport resulting in two separate strands, namely 'recreational sport' and 'competitive sport'.

These have been defined in the Sport Ireland Act, 2015 as follows:

'**recreational sport**' means "all forms of physical activity which, through casual or regular participation, aim at (a) expressing or improving physical fitness and mental wellbeing, and (b) forming social relationships;" and

'**competitive sport**' means "all forms of physical activity which, through organised participation, aim at (a) expressing or improving physical fitness, and (b) obtaining improved results in competition at all levels".



## What we mean by participation in sport and physical activity ....

Participation in sport and/or being active means something different to everyone. For some, it's about getting fit, personal challenge or competing at a high level. For others, it's about health and well being, going for a walk, exploring the great outdoors, having fun with friends or volunteering for something you enjoy and believe in. It can be organised or casual, regular or occasional, inside or outside.

Here's what some Waterford people think ....







'Having a healthy body and healthy mind is really important to me. Being part of a team and challenging myself gives me great satisfaction and a great sense of pride.'

**DAMIEN VEREKER | Paralympian Cyclist**



'My love of running has the same positive vibe for me today as it did in my youth and I relive my love of running now by watching and organising running events for others. The thrill of still being involved is the same positive feeling as the first day I wore our club singlet. I have travelled the world and seen the very best exponents of the sport of athletics but, it all stems back to your grass roots as there is no better place to be than home, involved in your own club with lifelong friends made along the way.'

**JAMES VEALE | PRO West Waterford AC**



'I love the buzz and adrenaline you get from sport. There is nothing else like it. You could go to training in awful form and come back a new woman. The feeling after activity is definitely the best. Pushing yourself to be the best that you can possibly be and never stopping till you achieve it.'

**BETH CARTON | Camogie All Star**



'Men on the Move is my medication, fun and banter while getting fit.'

**EUGENE TOBIN | Men on the Move Participant**



'As I tutor I love to see the progression of the participants and the visible high they get from being more active.'

**LAUREN WALSH KETT | WSP Tutor**



'I've been active all my life. I'll give any sport or activity a go. That's why I'm still going strong at 84!'

**KITTY MCGARRY | Go for Life Programme Participant**

# Review

## of the WSP Strategic Plan 2014-2017

A review of the WSP Strategic Plan 2014-2017 to inform the development of this new five year strategy was undertaken during 2018 and was facilitated by Humphrey Murphy of Irish Leisure Consultants. The review involved consultation and reflection with a wide range of stakeholders including WSP staff, Board, partners and the wider sport and physical activity network regarding the role, activities and impact of WSP during the strategic period.

From 2014-2017, the sport and physical activity environment continued to evolve both nationally and locally. There are now many more opportunities to be active beyond traditional or mainstream sports and the agenda around sport and physical activity is increasingly about health, wellbeing and social-interaction. While formal sports club structures continue to have an important role there is growth in more informal and self-directed participation e.g. in community settings, in the outdoors and commercial provision of classes etc. There continues to be growth in participation in individual sports relative to team sports and participants in individual sports tend to sustain their involvement longer.

## Review Summary

The review concluded that WSP was successful in meeting its strategic goals as follows:

- **Active Communities** - there was very positive feedback regarding the accessibility, creativity, responsiveness and knowledge of WSP and the opportunities and supports for schools and communities. There is a need to have a better spread of opportunities in rural areas as opportunities are perceived by some as being urban-centric.
- **Active Sport** - WSP's support for clubs is considered relevant and valued. There is an increasing load on volunteers, however, and this is an ongoing issue to be addressed particularly in supporting a culture of inclusion and good governance.
- **Active Engagement** - There is good visibility and awareness of WSP and

strong relationships within the sector. A review of the various perceptions of WSP by participants, providers and partners would increase clarity of roles and responsibilities.

- **Active Management** - WSP is well organised and structured with strong work systems. There is an ongoing challenge for a deeper evaluation of programmes and courses within a structured local and national framework. There is also a need to monitor and prioritise workload and reduce the risk of overwhelming staff and their capacity to deliver.

**In summary**, the review and consultation process points to an overall need and mandate for WSP to broadly continue with a similar approach for the next strategic period. The following recommendations were identified as priorities for the next strategy:

- **Refine and Define:** WSP must continue to clarify, refine and communicate its message, role and responsibilities as well as the responsibilities of others so that it can work within its limited resources while supporting the capacity of others to deliver shared objectives.
- **Find the Balance:** WSP must continue to address local needs and priorities relevant to participation in sport and physical activity as its first and most important priority while also linking and balancing with local and national partner and funder agendas as appropriate.
- **Strengthen Relationships:** Relationships are key to the success of WSP. WSP will continue to strengthen relationships, locally and nationally, strategically and operationally, with a view to increasing the relevance of what we do and shaping a positive, inclusive and quality culture for participation in sport and physical activity in Waterford.
- **Communications:** This is a constantly evolving area with respect to the increasing variety of channels and the dynamic nature of social media. WSP must continue to reflect on and respond to the communication needs of its two key audiences, the end user participants and the supporting partner organisations.
- **Evaluation:** in addition to aligning WSP with SI's developing monitoring and evaluation system, WSP will focus on ways to better capture valuable subjective data. The impact on individuals can be significant and further work is required to identify how best to capture and communicate these individual stories.





# Our achievements, in collaboration with our partners, for the 2014 to 2017 Strategic Period include ...

**2,713**

women and men participated in



**79**

initiatives

**1,698**

participants in

**51**

initiatives for people with a disability



**1,488**

participants in

**45**

older adult initiatives



Over **13,000** participants including :



**4,913**

participants in initiatives for disadvantaged or at risk youth

**150**

Over **3,500** coaches/volunteers/ community leaders supported in education and training including :



**1,548**

coaches/volunteers supported in education and training



**477**

teachers attended

**30**

training courses

Capacity Building and/or collaboration with over **500** organisations including :

Sports Clubs

**296**



Schools

**76**



Community Organisations

**73**



Agencies/ Services

**35**



Waterford participants

**9,563**

out of a total of **23,191** who participated in the



Sean Kelly Tour of Waterford



over

**32,000**

took part in

**158**

other once off events/initiatives

**37**

different types of sport and physical activity opportunities



**31**

NGBs engaged with to facilitate participation initiatives

**2,701**

Facebook followers



Please note – 'Participant' figures may include individuals counted more than once where they have participated in more than one initiative and/or year.

# Vision

## Waterford - Active People, Active Place

Our **Mission** is that, together, we make Waterford a place that has a positive culture of people playing sport and being active. We want people to enjoy participating and the many benefits it brings to their health, happiness and our community.

### Active People

Many opportunities,  
Many Places

#### Goal 1

To support the provision of a wide range of opportunities for **people** to participate in sport and physical activity in a variety of **places**.

##### Objectives

- More participation opportunities for everyone
- Quality opportunities for children and young people
- More places to be active
- Short term engagement linked to longer term participation
- More information on opportunities and places to participate.

### Active Network

Strengthening the  
Network,  
Connecting People

#### Goal 2

To support and strengthen the capacity of the network of people and organisations who facilitate sport and physical activity in Waterford.

##### Objectives

- Quality training and education
- Support for sports club volunteers
- Empowered local networks and partner organisations
- Shared and multi use facilities
- Stronger relationships with sporting organisations.

### Active Engagement

Clear Messages,  
Effective  
Communications

#### Goal 3

To communicate clear and consistent messages and positively promote sport and physical activity opportunities.

##### Objectives

- Clear and consistent messages
- Effective channels and platforms for communication
- Engaging effectively with current and new partners
- Effective data management systems.

### Active Management

Sufficient  
Resources, Good  
Governance

#### Goal 4

To lead and influence a culture of participation, good governance and competent operations.

##### Objectives

- Competent Board and staff
- Secure and sufficient resourcing
- Good governance and best practice
- Strong leadership
- Effective evaluation.

## Outcome

More Waterford people participating in sport and physical activity and enjoying that participation.

# Goal 1

## Active People Many Opportunities, Many Places

To support the provision of a wide range of opportunities for *people* to participate in sport and physical activity in a variety of *places*.



**Objective 1.1** Provide and support quality opportunities for *everyone* to participate in sport and physical activity with a focus on low participation groups.

### Strategic Actions

Co-ordinate and support the development of, directly and in partnership with relevant partner organisations, a diverse range of quality programmes, events and initiatives to support engagement and participation in sport and physical activity. Our response will be needs based and will consider the capacity and readiness of both partners and participants and we will target and prioritise those with low participation from the following groups:

- Disadvantaged communities
- People with a Disability
- Women
- Men
- Older Adults
- Ethnic Minority groups.

### Outcome

A wide range of sport and physical activity opportunities which meet the needs of participants and support lifelong activity resulting in increased participation for all members of the community.

**Objective 1.2** Develop and support quality opportunities for *children and young people* to participate in sport and physical activity.

### Strategic Actions

- Research the needs of the education sector\* in promoting increased participation in sport and physical activity and identify priority actions that best support the sector within our responsibility area.
- Identify and facilitate opportunities to strengthen links and pathways between schools, sports clubs and communities.
- Co-ordinate and support the development, directly and in partnership with relevant partner organisations, quality programmes, events and initiatives to support engagement and participation in sport and physical activity of children and young people with a particular focus on the following low participation groups:
  - Youth at Risk
  - Teenage Girls
- Develop and promote opportunities to integrate the physical literacy concept into WSP and partner activities.

\*The education sector includes pre-schools, primary schools, secondary schools and third level. WSP recognises the importance of supporting the education sector as a setting or 'place' to engage children and young people.

### Outcome

A wide and varied range of sport and physical activity opportunities available suitable for children and young people resulting in increased participation.



## Objective 1.3 Support and enable the provision of opportunities to participate in sport and physical activity in many *places*.\*

### Strategic Actions

- Work with and support sports clubs and community and commercial facility operators to increase their capacity to develop local opportunities to widen the number and diversity of participation options available to the community.
- Develop and support Community Sports Hubs and build in sustainability through capacity building of partners, community led approaches and collaborative working.
- Research and develop appropriate models to support rural and urban communities to develop sustainable sport and physical activity opportunities.
- Promote accessibility, inclusion and a multi-use approach in the development and usage of the natural and built environment and outdoor recreation amenities.
- Collaborate with WCCC and other relevant agencies in the identification of needs and advocate for the development of quality and accessible facilities and infrastructure where appropriate.
- Contribute to and support the process led by the relevant agencies for the completion of a sport and physical activity infrastructure audit.

\**Places* include sports clubs, schools (see 1.2), community and commercial facilities, the natural environment and rural and urban areas.

### Outcome

Improved capacity and readiness in the *places* that provide opportunities resulting in increased engagement in sport and physical activity in the community.

Improved and more accessible facilities and infrastructure making it easier for more people to be active.

## Objective 1.4 Identify the activities, events and initiatives which have the capacity to trigger engagement in sport and physical activity and maximise the links to longer term participation.

### Strategic Actions

- Monitor sport and physical activity trends and identify the activities, events and programmes, local and national, which have the capacity to trigger participation throughout the year especially for those who are low or non-participants in sport and physical activity.
- Develop an annual timetable or pattern of 'trigger' events and strategically develop and support appropriate lead-in and follow-through opportunities to maximise the links to longer term participation.

### Outcome

An annual timetable of key events and initiatives around which we strategically link short term engagement to longer term participation opportunities.

## Objective 1.5 Provide information on opportunities and places to participate in sport and physical activity.

### Strategic Actions

- Promote appropriate links on the WSP website and other communication platforms to relevant information on opportunities and places to participate in sport and physical activity in Waterford.
- Research the options for developing or contributing to an appropriate platform, possibly online, to promote wide ranging and up to date information on opportunities to participate in sport and physical activity in Waterford.
- Collaborate with relevant partners in the collation and promotion of useful information on sporting facilities and infrastructure.

### Outcome

Up to date and accurate information available on more opportunities and places to participate in sport and physical activity.

# Goal 2

## Active Network Strengthening the Network, Connecting People.

To support and strengthen the capacity of the network of people and organisations who facilitate sport and physical activity in Waterford.



### Objective 2.1 Support the providers of sport and physical activity in Waterford through the provision of quality training and education opportunities.

#### Strategic Actions

- Assess the needs of the providers of sport and physical activity, identify any gaps in the current provision of training and education and develop training opportunities where relevant.
- Develop an annual training plan of relevant high quality courses, workshops and information sessions to support the needs of the providers of sport and physical activity\*.
- Invest in the training and development of the volunteers, staff and tutors who develop, coordinate, promote and deliver WSP initiatives to enhance and promote a quality sport and physical activity culture in Waterford which is safe, inclusive and well governed.
- Promote and support the establishment of sound governance structures to empower the providers of sport and their associated organisations to take ownership of sport and physical activity at a local level.
- Develop, provide and promote useful online training resources and links.

\*The providers of sport and physical activity include tutors, teachers, NGB staff, sports coaches and volunteers, staff of community and commercial facilities and staff/volunteers working with young people, older adults, people with a disability etc.

#### Outcome

Key volunteers and staff working with various groups empowered in their capacity to provide more quality opportunities for more people in an inclusive, enjoyable and positive way.

### Objective 2.2 Support and empower sports clubs and volunteers in developing their capacity to facilitate safe, enjoyable and sustainable participation in sport.

#### Strategic Actions

- Assess the needs and identify any gaps in the current provision of training and education to sports club volunteers and support the development of training opportunities where relevant.
- Facilitate cross-code and generic training and education for sports club volunteers including Safeguarding, First Aid, Active Leadership, Disability Inclusion Training and Coaching Children's workshops.
- Support the needs of sports clubs in relation to accessing funding information and opportunities and provide relevant information and training on good governance.
- Partner with NGBs to promote training and development initiatives and support sport specific training where relevant.

#### Outcome

More sports club volunteers, coaches and administrators empowered and confident in their capacity to provide quality and enjoyable sports and physical activity experiences.

## Objective 2.3 Empower local agencies, organisations and community based networks to foster a positive attitude to sport and physical activity and to support opportunities for all.

### Strategic Actions

- Engage with and provide support, where required, to local agencies, organisations and community based networks\* via presentations, information sessions, networking meetings, workshops and training courses.
- Provide and promote links to relevant information or resources that will enhance the understanding of the benefits and positive impact of sport and physical activity to non-sporting organisations.

\* Examples include the Carrickphierish Community Campus Steering Committee, Healthy Waterford, HSE, Link Up Group, SportsAbility Forum, WAP, Waterford Age Friendly Alliance, WCC, WCCC, WIT, WLP, and WWETB.

### Outcome

A greater understanding of the positive impact of sport and physical activity leading to a positive attitude to sport and physical activity, increased promotion and greater investment in resources.

## Objective 2.4 Support and enable a culture of shared and multipurpose quality facilities in the built and natural environment through engagement with relevant individuals and organisations.

### Strategic Actions

- Develop, pilot and promote suitable models to support sports club, community based facilities and schools to open up to wider community usage.
- Facilitate and develop opportunities to promote and support models of good practice for multi use amenities in the natural and built environment.
- Promote accessibility, inclusion and a multi-use approach when engaging with key stakeholders with regard to the infrastructure development.
- For targeted areas, examine the provision and usage of community based facilities in the built and natural environment and explore possible opportunities to widen access and usage.

### Outcome

A positive culture of shared and multi use facilities operating in Waterford resulting in more opportunities for people to participate in sport and physical activity.

## Objective 2.5 Increase and strengthen relationships with local, regional and national sporting organisations.

### Strategic Actions

- Identify the NGBs with a need and a readiness to engage in shared initiatives with WSP. For prioritisation, consideration will be given to local demand, size of NGB, gaps in provision and capacity and readiness of NGB to work in collaboration with WSP.
- Engage and network with NGB and LSP staff working locally, regionally and nationally with a view to sharing information and developing and strengthening relationships.
- Engage with and support the work of SI, FIS and other national organisations in working towards common goals to increase participation in sport and physical activity.

### Outcome

Stronger relationships between WSP and key local, regional and national sporting organisations.



# Goal 3

## Active Engagement Clear Messages, Effective Communication

To communicate clear and consistent messages and positively promote sport and physical activity opportunities.



### Objective 3.1 Effectively and consistently deliver a clear message on sport and physical activity and the role of Waterford Sports Partnership.

#### Strategic Actions

- Clarify the personality and brand of WSP and reflect in WSP's range of promotional material and processes as appropriate.
- Identify and promote the important message of sport and physical activity and ensure staff, Board and delivery partners are clear on WSP's message and WSP's role in that regard.
- Review, update and implement formal and consistent branding guidelines for staff, tutors and partners for WSP activities.

#### Outcome

A clear and consistent message delivered by WSP staff, Board and partners with regard to sport and physical activity and clarity among key stakeholders on the role of WSP.

### Objective 3.2 Review, develop and strengthen effective channels and platforms for communication of clear messages both internally and externally.

#### Strategic Actions

- Review internal communication processes on an annual basis and update as required.
- Review, develop and strengthen a diverse range of communications channels and approaches appropriate for the various WSP audiences while continuing to provide traditional forms of communication and promotion where appropriate.
- Prioritise effective and progressive use of social media and other digital communication channels to reach target groups and communities.
- Review and update the structure and content of the WSP website including the effective promotion of WSP activities via our YouTube channel.

#### Outcome

A wide range of effective channels of communications used resulting in quality interactions, increased awareness and quality promotions.

### Objective 3.3 Engage with current and new partners and funders to improve understanding and strengthen relationships.

#### Strategic Actions

- Cultivate a partnership approach with funders and project partners to increase understanding, strengthen and deepen relationships and influence current and future engagement.
- Acknowledge funders and key partners appropriately and increase awareness of the progress and results of WSP projects by using a variety of communication channels.

#### Outcome

Stronger relationships and improved collaboration with and investment by key stakeholders.

### Strategic Actions

- Review and develop WSP's data management system and implement the improvements needed to improve efficiency and effectiveness.
- Develop and implement appropriate Data Protection and Privacy policies and review regularly in line with GDPR requirements and WSP operations.
- Identify additional approaches to interpreting our data, our collective experience and existing research to identify insights into the development and promotion of sport and physical activity.
- Use research and evaluation findings to measure and communicate the positive role and impact of sport and physical activity.

### Outcome

More effective use of data to support WSP to better engage with WSP audiences and partners through targeted communications.





# Goal 4

## Active Management Sufficient Resources, Good Governance

To lead and influence a culture of participation, good governance and competent operations.



### Objective 4.1 Strengthen the leadership and competency of the organisation through effective Board and staff support and development.

#### Strategic Actions

- Review Board membership and update the Board Handbook including roles and responsibilities of the Board, induction and training needs.
- Engage Board members in WSP activities, active contribution and in communicating the WSP message within their own representative organisations and in wider fora as appropriate.
- Annually review the competencies and skills mix on the Board and address any gaps through the co-opting process. Make the best use of the skills and experience of our Board members.
- Complete an organisational structure and roles and responsibilities review to reflect the growth in the organisation and changes in the sporting environment in recent years.
- Ensure appropriate staffing support for WSP in consideration of the high labour requirements to engage the 'hard to reach' target groups.
- Review staff management and reporting structures, process for continuous professional development, annual staff reviews and address ongoing training and development needs.

#### Outcome

Clear and shared understanding of the roles and responsibilities of the WSP Board and staff and support in place for training and development needs.

### Objective 4.2 Secure resources for effective operations consistent with WSP's role and responsibilities.

#### Strategic Actions

- Review and address WSP's strategy for the funding of staffing resources annually.
- Selectively target and secure resources to deliver priority local sport and physical activity needs.
- Take a discerning approach to securing resources to ensure they are consistent with WSP priorities, roles and responsibilities, in line with national policy and can be delivered within the scope of available staff resources.
- Develop robust financial planning, monitoring and reporting systems for staff and Board information and management, including annual financial audit.

#### Outcome

WSP operating effectively and with sufficient resources.



## **Objective 4.3      Strengthen and promote good governance and best practice and support meaningful oversight and direction.**

### **Strategic Actions**

- Continue the journey to compliance with the Governance Code for the Community, Voluntary and Charity Sector.
- Hold an annual staff and Board planning workshop to agree key priorities for coming year and a mid-term strategic review workshop to review progress.
- Annual selection of WSP's operating policies and procedures for review.
- Development of new operating policies and procedures as required.

### **Outcome**

High standards of governance in place supported by Board oversight and direction.

## **Objective 4.4      Influence the culture and attitude to participation in sport and physical activity for all through strong leadership.**

### **Strategic Actions**

- Seek out opportunities to promote the message and promise of sport and physical activity amongst relevant agencies and organisations.
- Promote partnership and collaboration across all of our activities and as a central part of the culture of sport and physical activity in Waterford.
- Support networking amongst sport and physical activity providers through the management and sharing of our relationships and the provision of networking events.
- Continue to develop our role as the 'go to' agency for the strategic development of sport and physical activity participation opportunities in Waterford.

### **Outcome**

WSP leading by example through its actions with a clear message on and a strong ethos of inclusion and partnership.

## **Objective 4.5      Develop and support a robust process to evaluate activities and gather evidence and research to support and guide our work.**

### **Strategic Actions**

- Develop and implement appropriate evaluation processes which will be guided by SI evaluation systems and national strategies and recognised best practice (evidenced based research).
- Use best practice to identify the appropriate behaviour change measures to use and evaluate the effectiveness of the processes and outcomes.
- Identify, secure and implement appropriate evaluation tools for programmes and initiatives.
- Develop a process to capture and include the valuable insights from staff and delivery partners regarding the critical success factors.
- Identify annual evaluation priorities and apply evaluation processes to specific WSP programmes.
- Communicate, distribute and profile evaluation findings of WSP programmes with relevant agencies and stakeholders.

### **Outcome**

A robust evaluation process in place to support the gathering of evidence and increased awareness internally and externally of the impact of WSP's work on participation in sport and physical activity.

# Delivering this Strategy

WSP operates with the support, investment and leadership of Sport Ireland at National level. At local level, the WSP Board is responsible for strategic direction and for creating an environment for the cohesive development of sport and physical activity opportunities in Waterford.

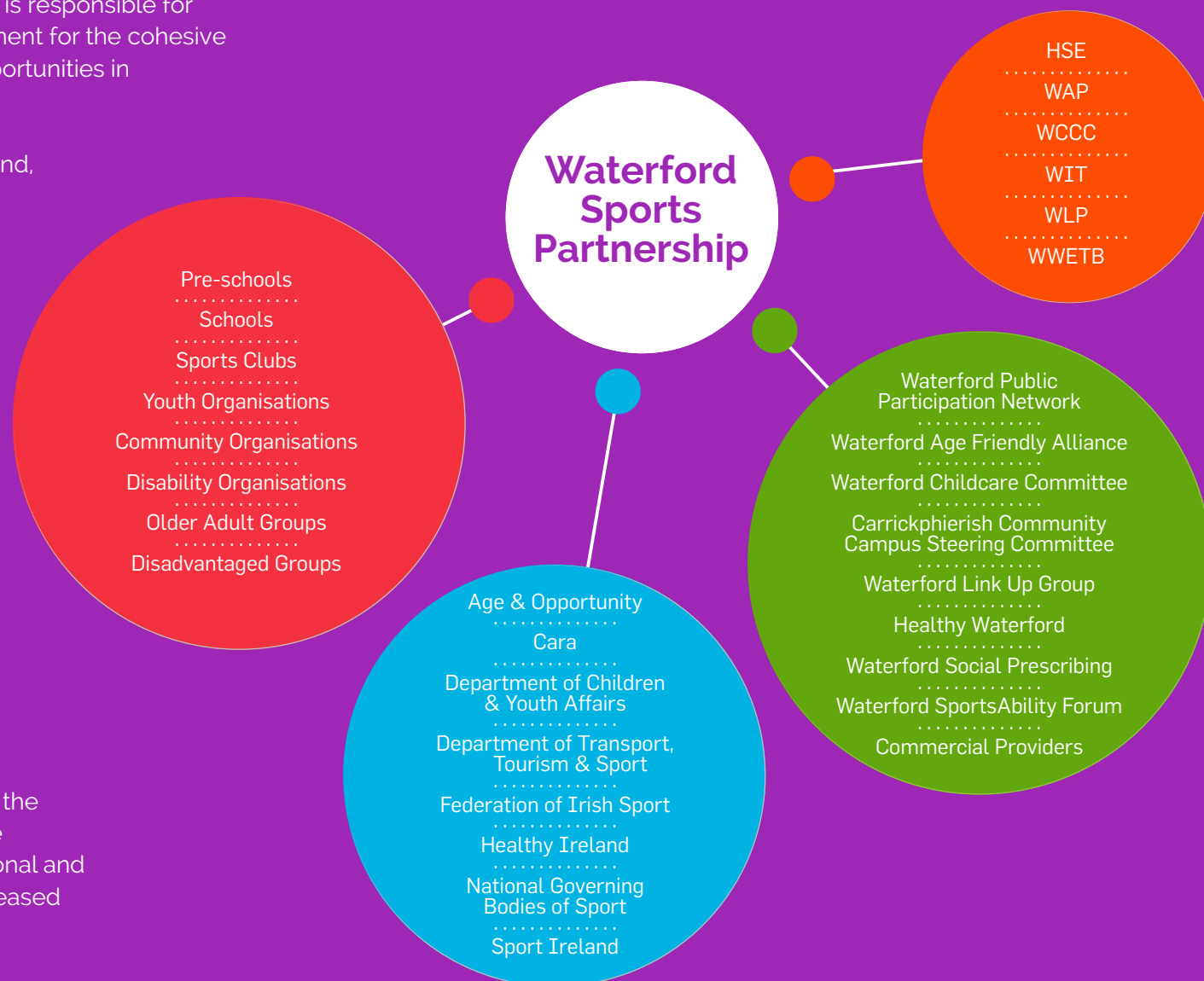
We acknowledge our main funders; Sport Ireland, WCCC, Dormant Accounts, Department of Children & Youth Affairs and the HSE. In order to deliver this strategy we need to, at a minimum, retain current funding levels while also securing increased resources from these and other potential funders.

The implementation of the strategy will be managed by the Co-ordinator with the support of the WSP team. WSP staff will work closely with partners to ensure the quality development of WSP activities.

Annual Operational Plans, informed by the overall goals and objectives of this strategy, will be developed by the WSP team and approved by the Board and Sport Ireland. WSP is committed to evaluating and measuring its progress and impact throughout the strategic period using annual Key Performance Indicators (KPIs) which are consistent with national and local plans and policy and which measure increased participation and improved capacity.

Strong leadership by the WSP Board and staff will underpin implementation while collaboration and strong local and national partnerships will be central to our approach. The WSP Board will monitor and review the delivery of the strategy and take into account any change in priorities or resources available.

## The network and partners we will work with to deliver this strategy include...



### **Visit Our Website:**

[www.waterfordsportspartnership.ie](http://www.waterfordsportspartnership.ie)

### **Email Us:**

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