

Introduction

Kilkenny Recreation & Sports Partnership is a company limited by guarantee established under the Sport Ireland Local Sports Partnership network. KRSP strategy is guided by Sport Ireland Strategy Plan, 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, KRSP is guided by Kilkenny County Development Plan XXX and the Local Economic & Community Plan XXXX. KRSP will also play an active role in the development to a Local Sports Plan as identified under the National Sports Policy to be led by the Local Authorities.

Due to the unprecedented impact of COVID-19 on the environment within which we operate and the organisations ability to plan in line with frequently changing restrictions, KRSP has developed an interim strategy for 2020 and 2021. KRSP Board and Staff conducted a review of its achievements to date and identified priority themes and actions for delivery over the interim strategy. A full review and development of a new strategic plan will be conducted by KRSP in 2021.

KRSP Interim Strategy 2020-2021

Vision

An active vibrant community, vitalised by sports and recreation opportunities that are accessible to all.

Our mission

KRSP will work collaboratively with others to empower people and communities across Kilkenny to create an environment that supports lifelong participation in sports and active recreation for all.

Our guiding principles

1. Collaborating and working in partnership with others
2. Promoting inclusion, diversity and equality
3. Basing our work on evidence and best practice
4. Empowering people and communities to become more active and involved in sports and active recreation
5. Prioritising fun and enjoyment in sport and active recreation.
6. Espousing the highest standards of governance and accountability.

Our approach

Based on experience, role and learning to date, KRSP will:

1. Inform and influence policy and decision making at local, regional and national levels to highlight the role that sports and active recreation plays in increasing life expectancy, enhancing quality of life, healthy lifestyles, developing communities and creating lifelong networks
2. Consolidate our knowledge, connections and relationships with stakeholder agencies, groups, clubs and individuals to provide a strong base from which to delivery further strategic priorities.
3. Secure resources to implement our strategy
4. Monitor, review and evaluate our work to capture learning and respond to new demands
5. Communicate and promote the work of KRSP and the value of participation in sports and active recreation
6. Empower local communication groups and organisations to increase participation in sports and active recreation through the provision of quality education and training opportunities.
7. Support and lead initiatives that encourage lifelong participation in sport and active recreation
8. Play a lead partner role in social inclusion initiatives by engaging with the most vulnerable groups through sport and active recreation
9. Support champions to forge participation pathways in sport and active recreation.

The following presents four strategic priorities

1. Active for Life
2. Active Inclusions
3. Active partners
4. Active governance and management

Strategy One – Active for Life

Goal 1: Mobilise communities to increase participation in sport and active recreation

Objective 1.1 Empower communities to be active

Expected Outcomes

Greater number of people participating in walking and cycling programmes

Increased numbers of communities engaging with KRSP initiatives with a focus on towns and villages

Increased capacity of communities to provide sports and active recreation opportunities particularly within the context of COVID-19 guidelines

A range of workplace programmes and initiatives supported by KRSP

Identify new and emerging trends in sports and active recreation

Priority themes

- Seek to empower those who are less likely to be active. Some of our most successful programmes are making those who are very active a little bit more active; those who are a little bit active increase their levels a little. We must strive more to empower the sedentary to begin or increase their sport and recreation journey.
- Focus on programmes and initiatives that can be delivered under restrictions of most Levels in Living with COVID-19 Plan e.g. outdoor activities
- Continue to ensure development of sustainable programmes within existing community structures with local providers

Objective 1.2 Support and encourage pre-schools and schools to prepare and implement an effective physical education physical activity and sport (PEPAS) programme for children and young people

Expected Outcomes

Greater commitment to the PEPAS programme in primary and secondary schools

Increased uptake in physical activity training opportunities by childcare staff and teachers

Enhanced links between schools and clubs to create pathways for sustained participation

Schools supported to achieve school flags: Health Promoting Schools, Active Schools Flag and the Green Flag Award

Priority themes

- Ensure development and scale up of Bainisteoir Beag programme using Dormant Accounts Funding from Sport Ireland Innovation Fund.
- Focus on Balance Bike programme for pre-schools and primary schools
- Consultation with schools to assess potential to continue to provide programmes for schools and to determine steps necessary to enable programme implementation e.g. teacher training, resource provision
- Adaptation of programmes for delivery within the schools setting under the relevant restrictions at each Level of Living with COVID-19.

Objective 1.3. support clubs to provide quality opportunities for engagement in sports and active recreation

Expected Outcomes

Greater numbers of qualified volunteers and coaches within clubs

Stronger clubs with pathways for lifelong participation

More new clubs developed particularly targeting minority sports

Greater collaboration between clubs, schools and the community to increase involvement and membership of clubs, therefore creating participation pathways

Priority themes

- Use Community Volunteer Support programme, Women in Sport Programme and Club Development Grants and COVID-19 small grant for clubs to continue to support clubs and use these to strengthen and broaden our relationships with clubs
- Look at online delivery of training and supports for clubs and organisations to empower them to continue delivery in COVID-19 environment.
- Ongoing training needed in areas such as inclusive activities, safeguarding, leadership skills, activity specific training and COVID-19 safeguarding.
- Focus on delivery of club development training for clubs and organisations such as role of committee members, volunteer support and retention

Objective 1.4 support the development of sport facilities and recreational amenities

Expected Outcomes

Greater funding accessed by sports clubs and groups to develop facilities and amenities

Increasing input and influence by KRSP into planning process to increase the availability and accessibility of sports and active recreation amenities

Increased public awareness and use of existing facilities and amenities

Priority themes

- *Emphasis on programmes that can be delivered in outdoor activities and specifically activities that can be engaged in through level 3, 4 & 5 COVID-19 restrictions.*
- To work with relevant authorities to promote environmental and structural developments to accommodate and encourage outdoor activity.
- Needs analysis to be conducted looking at amenities and facilities that can facilitate outdoor activities
- Work with smaller clubs to see how they can use grants to improve their facilities
- Continue work on Community Sports Hub 1
- Secure funding for establishment of Community Sports Hub 2 for Kilkenny
- Continue work on Urban Outdoor Adventure (UOA) as there is a capital element to this to improve facilities and recreational amenities.
- Explore potential areas where new sports and recreation facilities could be developed and work with local groups (urban and rural) to this end including the development of outdoor shelters or building roof structures over existing amenities which will make outdoor activities achievable in wet weather conditions.

Strategy Two – Active Inclusion

Goal 2: increase participation among specific groups who are less actively engaged

People with a disability, Disadvantaged groups, Ethnic minorities, older adults, women, sedentary men over 45 and the travelling community

Objective 2.1 strengthen and develop new and existing relationships with relevant target groups and communities

Expected Outcomes

A sustainable approach for increasing sports and active recreation within targeted groups and communities in conjunction with key stakeholders

A range of programmes, training and supports in place to support this approach

An effective communication mechanism to actively engage with targeted groups and communities

Increased numbers of established sports groups and clubs providing Sports For All opportunities

Increasing numbers of target groups and communities participating in sports and active recreation on an ongoing basis

Priority Themes

Establish relationships with specific target groups or organisations that work with specific target group with in particular ethnic minorities and the travelling community.

Consulting with local clubs, sports groups and organisations to assess programme, training, support and resources availability / needs to increase sustained sports and active recreation within the target populations.

Objective 2.2 increase the number of supported opportunities available to target groups

Expected Outcomes

An increased range of needs based opportunities targeting groups and communities who currently have low levels of participating in sports and recreational opportunities

Priority Themes

Increased delivery of programme and supported opportunities for the travelling community, ethnic minorities and sedentary men over 45 years of age.

Objective 2.3 support leaders and staff working with target groups to increase participation in sports and active recreation

Expected Outcomes

Increased capacity of leaders and staff working with target groups to engage with and facilitate participation opportunities for their groups

Increased provision of information, advice and training for leaders and staff

Greater opportunities for target groups to participate in sport and active recreation

Priority Themes

Explore the provision of training opportunities online for leaders and staff working with target groups

Support capacity building within KRSP programme and other settings through volunteer recruitment, training and retention particularly with impact of COVID-19 restrictions e.g. student placements, summer schemes etc.

Objective 2.4 Support sport and active recreation providers to facilitate participation for all

Expected Outcomes

Increased capacity of providers to engage with and facilitate participation of targeted groups

Increased opportunity for staff, coaches, leaders and volunteers to participate in specialist training and support

Increased opportunities for targeted groups to participate in sport and active recreation through initiatives led by clubs, groups and amenities

Priority Themes

Explore the provision of training opportunities online for leaders and staff working with target groups

Strategy Three – Active Partners

Goal 3: Provide strategic leadership to develop sport and active recreation in collaboration with key partners

Objective 3.1 enhance and strengthen relationships with partner agencies, clubs and organisations to support the work of KRSP

Expected Outcomes

Increased inclusion of physical activity in the strategies of partner organisations to reach shared goals

Engage with partner organisations in promoting the work and role of KRSP

Increasing input by KRSP through submissions, discussion documents and research into relevant plans and processes led by partner organisations

Objective 3.2 maximise existing resources and work to identify new resources to develop and expand the work of KRSP

Expected Outcomes

Financial policies and procedures in line with best practice

A funding plan, focused on retaining current resourcing and the identification of potential sources of funding to carry out KRSP work

Increased successful funding applications based on KRSP based applications and applications with other agencies, that provide more resourcing to KRSP to implement its strategy

Priority Theme

Increase engagement with third level institutions to support the work of the partnership such as student placements, research projects, evaluation and support with communications platforms.

Strategy Four – Active Governance and Management

Goal 4: Enhance operational systems and structures for effective and efficient governance and management

- *Objective 4.1 strengthen and develop governance and management systems*
- *Objective 4.2 develop and implement high quality planning, implementation, review and monitoring systems*
- *Objective 4.3 increase the profile of KRSP work and promote regular participation in sport and active recreation*

Objective 4.1 strengthen and develop governance and management systems

Expected Outcomes

Effective board with cross sector representation from key stakeholders and structures that enable the board to carry out its governance responsibilities effectively

Compliance with the Companies Registration Office and operating to best practice with up to date policies, procedures and review mechanisms

In line with policy and culture of KRSP, the training and development of staff, management and Board members

Effective, motivated, highly respected staff and positive, well- functioning relationships between board, management and staff

Priority Theme

- Secure alternative office accommodation.
- Develop Covid-19 compliant *return to office work* procedures, in line with Government guidelines, safeguarding the health and safety of all staff members.
- Conduct a review of the KRSP health & safety statement, policy and template with Peninsula upon securing new office accommodation and a full return to normal office work.
- Conduct an audit of KRSP Board and Committee structures, composition and operations taking appropriate action where necessary for the purposes of being Governance Code compliant by December 2021. Work with IPA to develop and adopt a Board member compendium including Board induction, schedule of matters, code of behaviour, risk management and Board member review to ensure suitable personal to fulfil the skills and experience needs of the KRSP Board.

- Create an 18-month action plan to identify and secure appropriate training and support programmes for KRSP Staff, leaders, volunteers and Board members to develop and assist them in line with the requirements of their role.

Objective 4.2 develop and implement high quality planning, implementation, review and monitoring systems

Expected Outcomes

A yearly operational plan to inform and guide KRSP work

Review and monitoring systems in place to inform planning processes

Annual reports highlighting the work, progress, challenges and opportunities experienced by KRSP

LSP evaluation templates that have been informed by KRSP

Priority Theme

- Review the current approach to monitoring, reviewing and reporting of KRSP programmes, projects and events, for the purposes of: creating a streamlined and comprehensive evaluation framework for monitoring progress; measuring outcomes, impact and return on investment for different stakeholders; designing a reporting template that ensures consistency between reports and demonstrates links across KRSP programmes, projects and events.
- Conduct a review of current office administration systems to identify mechanisms to improve efficiency in accessing information, time management and communications

Objective 4.3 increase the profile of KRSP work and promote regular participation in sport

Expected Outcomes

Increased awareness of the work and role of KRSP locally, regionally and nationally

Stronger visibility of KRSP in sport and active recreation in Kilkenny

Visible marketing campaigns linked to KRSP programmes and events

Regular and increased coverage of KRSP programmes, events and way of working through a range of media

Recognition by other partners of the work and role that KRSP play in collaborative initiatives

A clearly, identifiable, well known KRSP brand

Priority Theme

- Develop a 12-18-month marketing and PR strategy, adopting a variety of mediums and approaches (traditional and digital) to promote the KRSP achievements, brand,

programmes, events and messages. The strategy design will be linked to the KRSP calendar of programmes and events.

- Upgrade the KRSP website and social media platforms, adopting a user-friendly approach to reflect the diversity of the target audiences to be reached
- Revise messages being delivered by KRSP to reflect current circumstances and the importance of engaging in physical activity, sport and recreation for all populations.
- Conduct an interim review to measure the effectiveness of the marketing and PR strategy in meeting its objectives.
- Raise the visible profile of the KRSP brand through the use of staff and tutor gear, banners, print materials and on-line presence (on-line programmes, podcasts, articles and useful information on website)