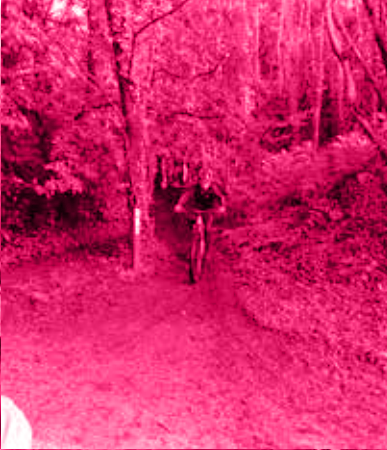


Strategic Plan 2022 - 2025





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Foreword: Sport Ireland



Sport Ireland has always stressed the importance of ensuring sport is inclusive and attracts participants from every corner of Ireland, from every age group, of all abilities and from all social backgrounds.

I would like to congratulate Kilkenny Recreation & Sports Partnership on the development of their latest strategic plan for 2022-2025. Sport Ireland has always stressed the importance of ensuring sport is inclusive and attracts participants from every corner of Ireland, from every age group, of all abilities and from all social backgrounds. This is a fundamental principle of the Local Sports Partnership network, and I am delighted to note the particular empathises Kilkenny Recreation & Sports Partnership have placed on this area of work throughout their strategy.

The culture of sport and physical activity participation varies within different communities. Kilkenny Recreation & Sports Partnership have prioritised a key area of focus for programmes for groups with low participation levels. As people grow, age and develop, and drop out of sport and physical activity, it is important to get the inactive, active and reap the benefits of being active for their physical, social and mental health.

The National Sports Policy 2018-2027 highlights the important role which outdoor recreational opportunities play in increasing participation levels. We are delighted to see the importance placed on maximising the use of existing facilities and natural resources and supporting the development of accessible, welcoming sport and physical activity in outdoor environments as a key pillar in this

strategy. The Sport Ireland policy on sport and physical activity in the outdoors further highlights the important role which Local Sports Partnerships can play by being key advocates in the strategic planning, development and promotion of outdoor sport at a local level.

As sport and physical activity resumes back to normal after the COVID-19 pandemic, I am pleased to see the approach Kilkenny Recreation & Sports Partnership have taken in this new strategic plan going forward that builds on the work over the last few years and key priorities for the future.

I commend Kilkenny Recreation & Sports Partnership on the extensive consultation, evaluation and research carried out during the development of this strategic plan. This process ensures that the final strategy has a broad reach as well as buy in and support across the county. I would like to thank, in particular, the staff and board of Kilkenny Recreation & Sports Partnership as well as all stakeholders and partner organisations who were involved in developing this strategy and who will contribute to its successful delivery.





OUTRIGGER
OUTDOORS

KRSP • CDP

THE
WORLD

Foreword

Chair and Co-ordinator



David Denieffe
Chairperson KRSP



Nicola Keeshan
Sports Co-ordinator

We are delighted to introduce you to Kilkenny Recreation and Sports Partnership's (KRSP) strategy for 2022-2025. This is our fourth Strategic Plan and through collaboration and discussion with the KRSP Board, staff, sporting, community and statutory organisations and the general public in Kilkenny, we are confident that this strategy encapsulates our mission 'to work collaboratively to empower people and communities to participate in lifelong active recreation, sport, and physical activity.'

It is hoped that this strategy will provide us with a pathway to develop inclusive and sustainable sport for all in Kilkenny, while taking direction from both existing and developing regional and national policies. This will allow KRSP to specifically target marginalised groups whose participation in sporting and recreational activity may be limited for various reasons. It will assist us in reaching out to these groups, ensuring their input to help to structure and contribute to the development of programmes and initiatives.

In line with Sport Ireland's Governance Code for Sport, the strategy includes a strong focus on monitoring and evaluating the effectiveness and outcomes of programmes. We anticipate that this will allow us to target key areas and have a stronger impact on physical participation within the community.

We will of course continue to address the increasing burden on volunteers, to be transparent and accountable and to evaluate our activities within a structured framework.

We would like to express the Board and staff's appreciation to Sport Ireland and to local funders, particularly Kilkenny County Council and the HSE, for their support to KRSP. KRSP is indebted to many for the work undertaken to finalise this plan.

We would like to thank the Board and in particular the Strategy Committee and KRSP staff for all their time in bringing this strategy to fruition. We would also like to thank S3 Solutions for their support in facilitating KRSP through the strategy process. Finally, we would like to thank the many stakeholders who contributed to the development of this strategy and we look forward to continuing to work together towards fulfilling our vision of 'Getting Kilkenny Active'.





section 1:

Introducing Our Strategy

About Kilkenny Recreation and Sports Partnership

Kilkenny Recreation and Sports Partnership (KRSP) was established as a Local Sports Partnership in 2004, to plan, lead, and co-ordinate the development of sport and physical activity in County Kilkenny. KRSP strives to achieve this through close working with sporting bodies, community and voluntary groups, and statutory agencies.

KRSP provides a leadership role in the coordination, development, and delivery of sports and physical activity opportunities in Kilkenny. Our work as a Local Sports Partnership is categorised by Sport Ireland into three main functions – the provision of information, the facilitation of education and training opportunities, and

the development and implementation of programmes and events that encourage increased levels of participation.

This strategy sets out a roadmap for Kilkenny Recreation and Sports Partnership (KRSP) for the period 2022-2025. The strategy reflects our ambition to increase participation in sport and physical activity across Kilkenny. The actions and commitments in this strategy encapsulate our organisational mission:

**TO WORK COLLABORATIVELY
TO EMPOWER PEOPLE AND
COMMUNITIES TO PARTICIPATE
IN LIFELONG ACTIVE RECREATION,
SPORT, AND PHYSICAL ACTIVITY**

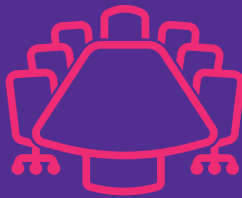
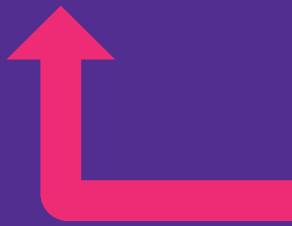


our team



Sub-Committees

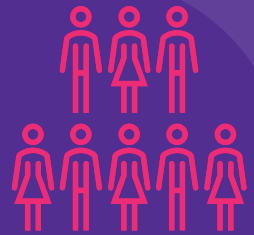
- Strategy Committee
- Governance Committee
- Finance, Audit & Risk Committee
- Project Specific Committees



Board of Directors



- KRSP Coordinator
- Sports Inclusion Development Officer (SIDO)
- Community Sports Development Officer (CSDO)
- Sports Development Officer (SDO)
- Governance and Finance Officer
- Office Administrator
- Independent Tutors
- Volunteers
- Student Placements



Team

Our Strategic Plan 2015-2019

The KRSP Strategic Plan 2015-2019 focused on four strategic priorities: Active for Life, Active Inclusion, Active Partners, and Active Governance and Management. The strategy focused on:

- Increasing sports and physical activity participation with a particular focus on a number of key target groups with low levels of participation
- Strengthening and developing partnerships with key stakeholders to promote participation in sport and active recreation across the County
- Ensuring strong and effective corporate governance and management

In light of the proposed Local Sports Plan as announced in the National Sports Strategy, KRSP reviewed and developed an interim strategy from 2020/21 which necessitated adaption during the COVID-19 pandemic. The new strategic plan for 2022-2025 builds on our work during this period. The following sub section captures key achievements and outputs over the past 2 years.



Key Achievements

2020 and 2021

100

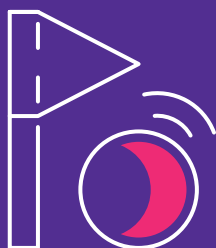
Locally delivered participation initiatives both online and in-person



4,133



People participated in locally delivered participation initiatives



414

Participants in in-person & online initiatives targeting Older Adults

15

Schools were provided with, Playground Markings, funded through the KeepWell campaign



195

Participants received Safeguarding 1 certification online during 2021.

2,591

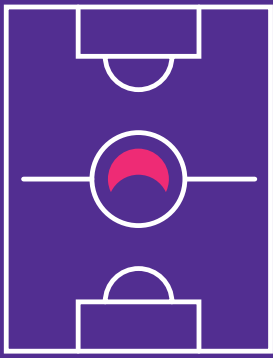
Women and girls took part in KRSP programmes



293

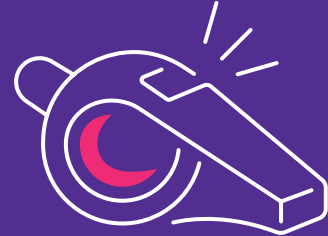
Participants with a disability in LSP initiatives online and/or in-person





1,738

Secondary school students took part in the Move for Your School initiative



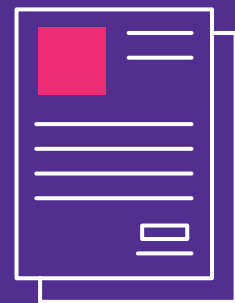
71

Clubs, groups, and facilities provided with Women in Sport, Club Development, & COVID-19 supports

2,000

'#Be Active at Home' brochures distributed and made available online

250



1,169

KeepWell activity packs distributed & supporting online programmes organised for nursing homes and older adults

Social media posts on Facebook reaching 5,755 followers





Examples of Initiatives

#BeActive at Home Booklet 2020

An easy-to-follow #BeActive resource, for use by older adults who were cocooning and people with a disability during the COVID-19 pandemic, was distributed widely at a local level. The booklet was based on a needs analysis and contained advice on why, where, and how to be active during lockdown, an activity planner/tracker, exercise information, stress management and mental health techniques, and links to further resources.

As COVID-19 restrictions continued, KRSP provided 250 at-home activity packs to older adults and people with a disability, in conjunction with Civil Defence. This provision was supported by the development and delivery of online physical activity and fitness classes for older adults, for nursing homes, and for people with a disability prior, to the re-introduction of in-person activities.

HEROutdoors Week 2021

KRSP partnered with several National Governing Bodies and local service providers to deliver three new programmes in Kilkenny as part of HEROutdoors Week 2021. Throughout the week, women and girls participated in new activities, developed skills and knowledge of the activities, and developed confidence in their capacity to participate in outdoor activity. The three programmes were:



- **Yoga & Dip:** A taster programmes of a thirty-minute yoga session guided by a qualified yoga instructor followed by a dip in Thomastown Weir pool with instruction and tips on outdoor swimming from a Swim Ireland coach.



- **She Summits:** An introduction to hillwalking by a qualified hillwalking leader in partnership with Mountaineering Ireland. The leader guided the participants on a weekly walk and shared key hillwalking information.



- **HEROutdoors Kilkenny:** An outdoor adventure programme for teenage girls aged 13-15 in partnership with Castlecomer Discovery Park and involving activities such as axe throwing, archery, mountain biking, raft building, zip lining, and orienteering.



section 2:

About County Kilkenny

Introduction

This section provides a statistical and demographic profile of County Kilkenny, helping to frame the context for our vision, goals, and actions. The development of a County profile is challenging in that most of the data relates to 2016 census and is therefore dated. Resultingly, changes to these statistics will be monitored and may influence the development and operation of the strategy for 2022-2025.

County Kilkenny is located in the province of Leinster and is the 16th largest County in the country by area and the third largest in the province. The County has an area of 2,072.89 km², a north-south length of 72 kilometres, and is bordered by Tipperary, Waterford, Carlow, Wexford, and Laois.

The most populous areas of Kilkenny are Kilkenny City, Callan, Castlecomer, Graiguenamanagh, Thomastown, and the Ferrybank area which is also partially located in County Waterford. Around 40% of Kilkenny's population live in urban areas, with 60% living in rural areas.



Our Catchment Area

KRSP works across County Kilkenny which has a population of 99,232 and is the second youngest County in Ireland (Census 2016).

Population by Ethnic and Cultural Background

Approximately 90% of the Counties population is Irish, 2% are UK nationals, 5% are from the wider EU, and 1% are from other global nationalities. Almost 3% of those living in Kilkenny identify with an ethnic group other than white, and the Traveller population of Kilkenny is 554 (Census 2016).

Deprivation

County Kilkenny has a deprivation level of -0.33, marginally below average (Pobal 2016). Kilkenny is broken up into 115 electoral districts which are used for deprivation analysis, with 40% of these electoral divisions rated 'marginally below average' and 3% rated 'disadvantaged': Ferrybank (which overlaps with Waterford), Johnstown, and Uringford (Pobal 2016).

Employment

Unemployment in County Kilkenny was at 14.43% for males and 11.43% for females as of 2016., significantly higher than the national rate of 9.2% for males and 6.2% for females (CSO 2016). Following the severe economic shock brought on by the COVID-19 pandemic, Pandemic Unemployment Payments were made to 10,656 persons

in Kilkenny in May 2020. This figure reduced to 1,113 by February 2022 (Kilkenny County Council). Despite the pandemic, as of January 2021, the unemployment rate in Kilkenny was reported to be 14.3% (Central Bank 2021).

Disability

13,332 people in the catchment area (13.44%) are registered as having at least one disability, in line with the national rate of 13.5% (CSO 2016).

Implications for the KRSP Strategic Plan

The demographic and statistical profile offers an initial context for the work carried out by KRSP. The National Sports Policy, Sport Ireland Participation Plan, and the significant investment in sport through Dormant Accounts funding necessitates a focus on target groups such as ethnic minorities, people with a disability, people living in disadvantage and other marginalised groups. Ireland is in the process of completing its census at the time of this publication and we commit to reviewing relevant statistical and county health profile data to ensure that our work aligns to the needs of the people and organisations based in the County.





section 3:

Developing Our Plan

Introduction

To ensure that our strategic plan reflects the evolving needs and priorities of the people and organisations of County Kilkenny, we carried out a widespread consultation process.

We received contributions from more than 30 unique stakeholder organisations and 142 individuals responded to an online survey. The consultation has helped identify aspects of our work that we should build on and improve, as well as setting out some emerging opportunities, issues, and challenges that we should consider over the course of our strategy. The four staged strategic planning process is set out below.

Whilst we used a mixed method consultation approach and extended the consultation timeframe on several occasions, input from older populations, the LGBTQI+ community, and minority ethnic groups remained lower than we hoped. In response, we set out a commitment to ongoing consultation and engagement through the lifespan of the strategy, ensuring the voice of underrepresented groups helps to shape and inform the development of programmes and initiatives.



Desk Review and Early Consultation

Internal reflections on the baseline positions of KRSP and early visioning on the new plan took place in June 2021

Community Consultation

An online survey and 13 focus groups/ interviews took place with key holders to explore needs and priority areas for action

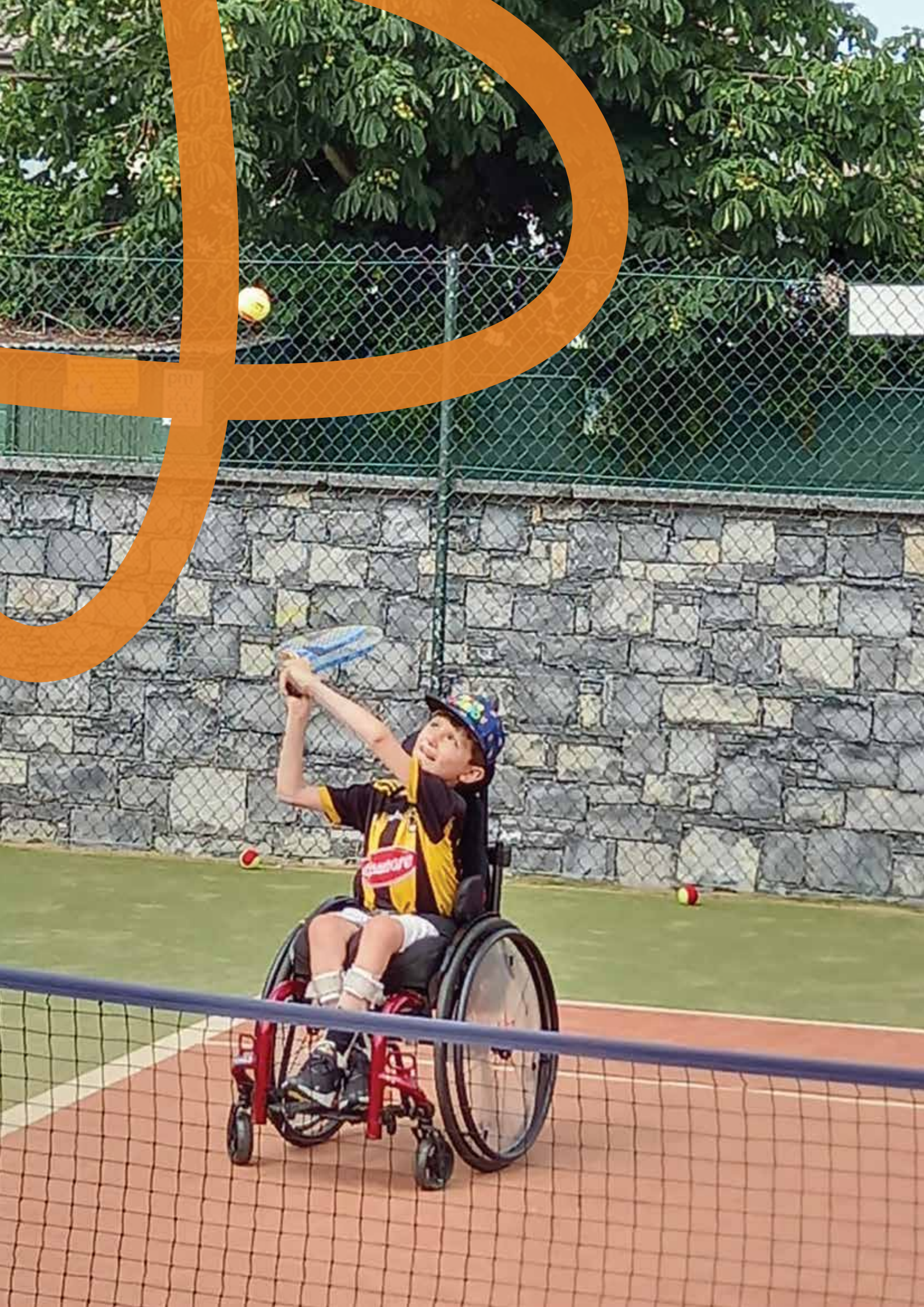
Planning

Two action planning meetings with the team helped bring the consultation findings to life through strategic goals and action areas

Developing our Plan

Refining the vision, mapping the strategic alignment of KRSP in a local and national context, and developing draft and final strategy documents





Contributions

Summary of



175

Number of survey responses received

6



KRSP staff consulted through workshops

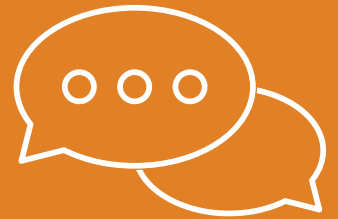


13

Meetings with external stakeholder and partner organisations

2

Discussions with the KRSP Board and team to reflect and develop vision, goals and actions



142

Responses from individuals to the online survey

33

Organisational responses to the online survey (34% sports clubs and 34% third sector representatives)

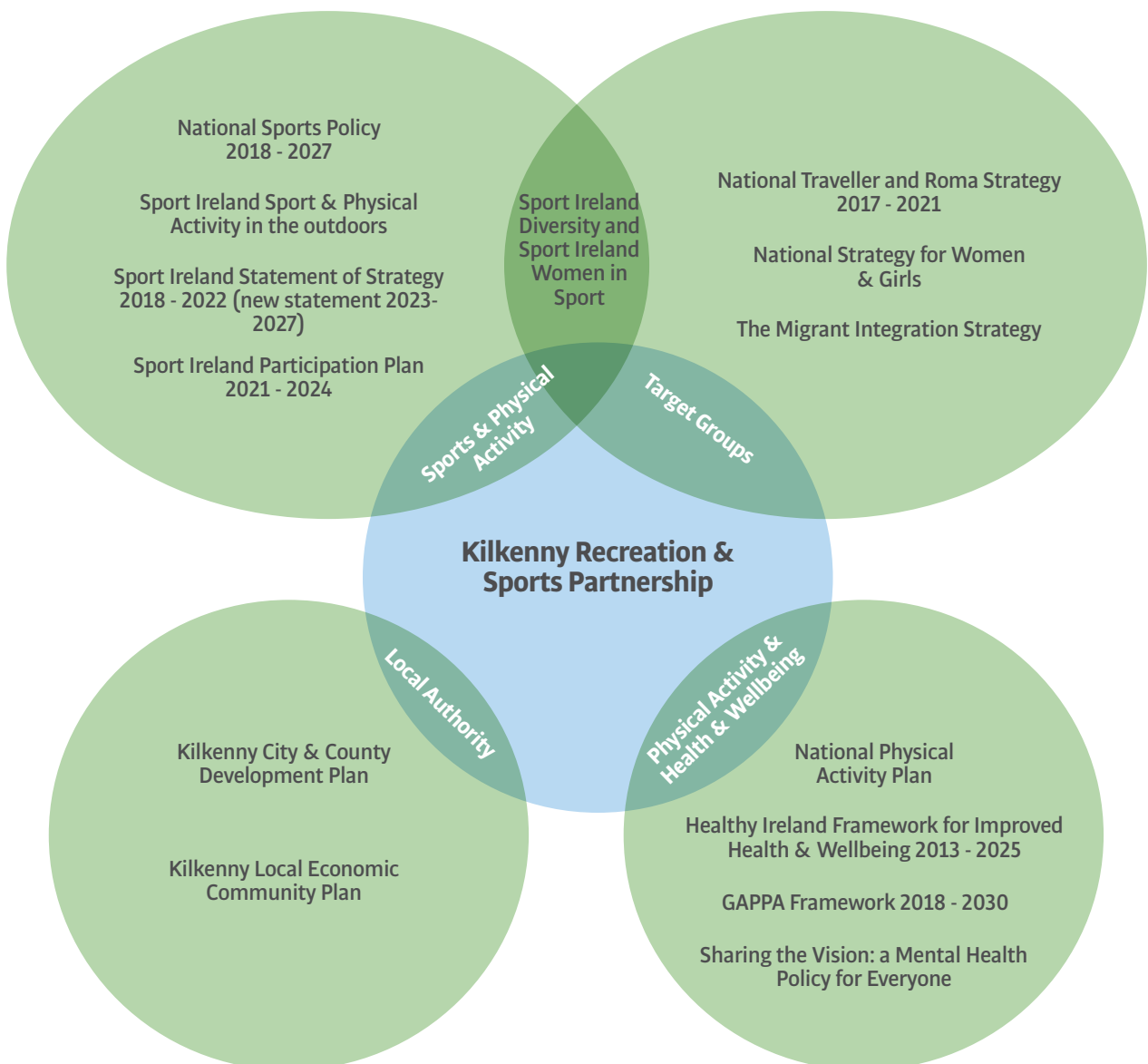
section 4:

Strategic Context

Introduction

We considered a wide range of local, regional, and national strategy and policy documents in the development of this plan, ensuring alignment. The National Sports Policy 2018-2027 is the key policy driver for sport in Ireland. The cornerstone of this policy is increasing participation in sport and physical activity for every citizen, irrespective of their age, economic or social circumstances, their ethnic background or their physical capabilities.

We are aware that new strategies are under development such as the new Local Economic and Community Plan and the Sport Ireland Diversity & Inclusion Policy. We will contribute to the development of new plans and consider how our commitments can evolve in light of an evolving strategic policy context.



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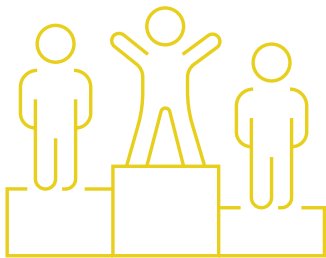
section 5:

Consultation Findings

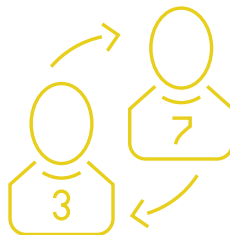
Introduction

The following consultation findings have directly shaped and informed the development of our strategic plan for the next 4 years. A high level summary of what we heard from contributors, both through the survey and through the external interviews is captured below:

Our Strengths



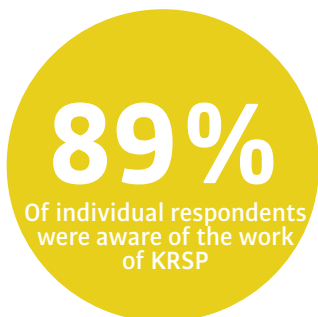
Strong and Well-Connected Staff Team



Positive Role in Partnership Working to Maximise Participation



Provision of Information and Support to Local Clubs and Organisations



Barriers to Participation in Sport and Physical Activity in County Kilkenny

4.43/10

On average, individuals rated opportunities to participate in sport and physical activity in the community as 4.43/10. The main perceived barriers to participation from both the surveys and interviews included:



Lack of confidence



Poor Mental Health



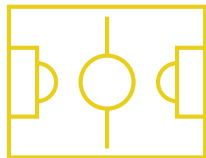
Lack of Awareness of Available Opportunities



Lack of choice in the Sport and Physical Activity



Lack of Services/Facilities for People with a disability



Lack of Fit for Purpose Community Facilities



Lack of Services / Facilities for Children and Young People



Difficulty Accessing Funding (Organisations)



Difficulty Recruiting / Retaining Volunteers (Organisations)

88%

Of individual respondents felt they had no consistent voice in opportunities developed in the area

74%

Of organisations felt they had no consistent voice in opportunities developed in the area



Emerging Priorities

When we compared the survey findings to the feedback from interviews and focus groups, the consultation process identified clear patterns and trends in relation to the emerging priorities for Kilkenny Recreation and Sports Partnership. These include (in no particular order):

- **Outreach:** Outreach and engagement at a local level with individuals and organisations, with a specific focus on target groups, to develop needs-led opportunities which evolve with the community.
- **Brand Awareness:** Raising awareness of KRSP as an organisation within the community and of our role in promoting sport and physical activity for all.
- **Opportunity Promotion:** Promotion and publicising of clubs, events, programmes, and opportunities to participate in sport and physical activity in Kilkenny.
- **Target Groups:** The targeting of resources and interventions that remove barriers to participation for these marginalised groups and create needs-led opportunities.
- **Partnership Working:** Developing existing, and fostering new, relationships with partner organisations to enhance partnership working for the promotion of sport and physical activity opportunities and to further the work of the sports sector.
- **Club Development:** Support for local clubs and organisations to build capacity to deliver diverse and inclusive services and ensuring quality programming and operations through funding, resources, and training.
- **Outcomes-Focused:** Programmes and interventions that create the conditions for sustained participation and engagement such as capacity building, training for clubs and organisations, and support for the development of facilities, and pathways for lifelong participation.
- **Facility Development:** Participation in the consultation and development process for the development of existing facilities and creation of new facilities.
- **People Resource:** Development and recognition of the role of KRSP staff and volunteers.

Areas of Focus for KRSP



Targeted Programmes for Groups with Low Participation Levels (Individuals)



Raising Awareness of & Promoting Opportunities (Individuals)



Sustained and Increased Provision of Funding for Local Sport Organisations (Individuals/Organisations)



Direct Engagement and mentoring for Local Clubs/Organisations (Organisations)



Promotion of Clubs, Events, & Programmes in the Area (Organisations)



Strategic Plan

2022-2025

The Plan

Our Vision

Getting Kilkenny Active

Our Mission

Kilkenny Recreation & Sports Partnership (KRSP) will work collaboratively to empower people and communities to participate in lifelong active recreation, sport, and physical activity

Our Values

Empowering

We will work to unlock potential by motivating, inspiring and building skills and confidence in communities, clubs, organisations and volunteers

Integrity and Accountability

We will be professional, open, honest, and transparent in how we operate. We will do the right things in the right ways to Get Kilkenny Active

Enjoyment

Sport and physical activity should be fun. Enjoyment, enthusiasm, optimism and positivity will be at the heart of our approach

Evidence Informed

We will use evidence-informed programmes to improve the lives of those we work with in order to achieve most impact in the community

Diversity and Inclusion

We will embed a culture of diversity and inclusion across the organisation by proactively targeting those most excluded and those who face the most barriers to participation.

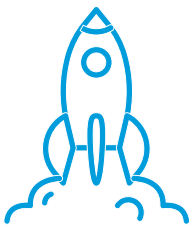
Together

We will collaborate internally and externally to optimise the quality of our work and help people in Kilkenny become active and stay active



Our KRSP Pillars

Our work over the period 2022-2025 is structured under six pillars. Each pillar is supported by an overall Strategic Goal and a series of objectives, action areas, and key performance indicators.



Active Empowerment



Active Promotion



Active People



Active Partnerships



Active Places



Active Governance





Pillar 1: Active Empowerment

Strategic Goal: “To support clubs and organisations to develop and deliver more opportunities for people to participate in lifelong active recreation, sport and physical activity for all”

Objectives	Action Area	KPI's
<p>Participation Enhance the capacity of clubs and organisations to support increased participation in sport and physical activity in County Kilkenny</p>	<ul style="list-style-type: none"> - To provide an annual programme of training, mentoring, and capacity building workshops - To continue the roll out of the KRSP club development grants and support schemes e.g., Return to Sport / Women in Sport - To work collaboratively with NGBs to ensure access to coach education opportunities - To provide Leadership Programmes and Physical Literacy Programme in educational settings 	<ul style="list-style-type: none"> - Number and type of training courses delivered and number attending - Number and types of clubs and organisations engaged in the KRSP club development scheme and number of beneficiaries: education and/or participation
<p>Catering for Diverse Groups Build the capacity of clubs and organisations to provide an increased level of diverse and inclusive services to all</p>	<ul style="list-style-type: none"> - To provide ongoing advice, guidance and support in the design and development of inclusive programmes - To work collaboratively with CARA and NGBs to ensure access to training and education opportunities for clubs and volunteers - To provide advocacy and awareness raising initiatives relating to cultural diversity and inclusion 	<ul style="list-style-type: none"> - Proportion of organisations engaged that report a positive experience of KRSP - Proportion of organisations engaged that report enhanced confidence, skills, and capacity to increase participation opportunities
<p>Quality Assurance Clubs and organisations are supported with quality assurance and good governance</p>	<ul style="list-style-type: none"> - To provide advocacy support for clubs and organisations on quality and professionalism of tutors, coaches, leaders and volunteers within settings. 	
<p>Volunteers To value and recognise the contribution of volunteers to sport and physical activity in the County</p>	<ul style="list-style-type: none"> - To provide regular training and upskilling opportunities for volunteers - To develop a KRSP volunteer recognition and appreciation initiative - To enhance the Involvement of volunteers in reviews and reflections of the success of KRSP programmes 	
<p>Funding and Resources To value and recognise the contribution of volunteers to sport and physical activity in the County</p>	<ul style="list-style-type: none"> - To continue to provide Club Development grants for clubs across County Kilkenny - To maximise funding opportunities through Sport Ireland Dormant accounts programme in partnership with clubs and organisations across Kilkenny - To support the signposting of other local and national funding opportunities for clubs and organisations 	



Pillar 2: Active People

Strategic Goal: “To increase opportunities for people to get sustainably active, particularly those who face additional barriers”

Objectives	Action Area	KPI's
<p>Delivery of programmes and initiatives</p> <p>Coordinate the delivery of quality participation opportunities for all, striving for equitable engagement across our key target groups and aligned to emerging needs and opportunities</p>	<ul style="list-style-type: none"> - To build on our work to date, supporting the ongoing roll out of existing successful programmes with a focus on long term sustainability - To ensure the successful roll out of existing Community Sports Hubs and develop an additional Community Sport Hub in County Kilkenny - To work collaboratively with clubs and organisations to develop and deliver new programmes that address participation barriers for people with disability, new communities, and people in areas of disadvantage - To support the implementation of national initiatives based on current research / trends such as (not exhaustive) HERoutdoors, Women in Sport week, EWOS, Bikeweek, Men's Health Week, ensuring access for people in County Kilkenny - To contribute to the delivery of a range of KRSP, Club and other participation events across the County - To support maintain and enhance a pool of qualified and experienced coaches & tutors to facilitate diverse and inclusive participation opportunities 	<ul style="list-style-type: none"> - Number of unique participants engaged in KRSP led programmes - Number of participants broken down by target group - M1 data reflecting changes in participation for KRSP participants - Number and description of new programmes developed - Number of events contributed to and number engaged



Pillar 3: Active Places

Strategic Goal: “To maximise the use of existing facilities and support the development of accessible, welcoming sport and physical activity environments”

Objectives	Action Area	KPI's
<p>Existing Facilities Promote the use and further development of existing facilities, amenities, and infrastructure for sport/physical activity</p>	<ul style="list-style-type: none"> - To ensure that KRSP led programmes optimise existing facilities - To support clubs and organisations to develop and enhance existing facilities through signposting and advocacy - To encourage stakeholders to contribute facility data to the Sport Ireland National Geo Digital Database, facilitating future planning decisions - To promote the optimisation of school facilities by the wider community - To maximise the use of our natural resources and outdoor assets in the delivery of programmes and initiatives 	<ul style="list-style-type: none"> - Number of unique facilities used by KRSP to deliver programmes and initiatives - Number of stakeholders in Kilkenny contributing data to the NDD - Number of schools opening their facilities for wider community use - Proportion of stakeholders reporting KRSPs contribution as effective
<p>Future Facilities Input, advise and support the development of new facilities with particular reference to accessibility and engagement with the end user from planning right through to design phase.</p>	<ul style="list-style-type: none"> - To develop relationships with local authority stakeholders to ensure physical activity has a 'seat at the table' in relation to facility planning - To support the development of 'activation plans' at an early stage of new capital projects, including housing developments - To lobby and advocate for the development of greenways, blueways, outdoor and sport specific facility investments in Kilkenny 	<ul style="list-style-type: none"> - Number of strategic decision-making bodies that have KRSP representation - Number of new projects developed or in planning that have input or contribution from KRSP
<p>Sports Capital Grant Support Clubs and organisations have the necessary equipment and facility development to facilitate full participation</p>	<ul style="list-style-type: none"> - To support clubs and organisations to become accessible and inclusive by promoting applications for appropriate equipment and facility enhancements - To support clubs to access the Sports Capital Grant and other funding sources 	<ul style="list-style-type: none"> - Number of clubs in Kilkenny accessing funding for capital facility investments
	<ul style="list-style-type: none"> - To provide regular training and upskilling opportunities for volunteers - To develop a KRSP volunteer recognition and appreciation initiative - To enhance the Involvement of volunteers in reviews and reflections of the success of KRSP programmes 	

Pillar 4: Active Promotion

Strategic Goal: “To create an increased awareness of KRSP and its mission to promote lifelong active recreation, sport and physical activity for all”

Objectives	Action Area	KPI's
<p>Promotion and Awareness</p> <p>Increase the awareness and reach of KRSP and our programmes in all parts of the County</p>	<ul style="list-style-type: none"> - To ensure the full implementation of the KRSP communications strategy - To ensure the consistent use of KRSP branding across all programmes, events, and communications material - To maintain the KRSP website as an important information resource for sport and physical activity in the County - To develop a better understanding of the effectiveness of our PR and marketing approaches - To implement capacity building with LSP team and wider LSP network on PR & Comms 	<ul style="list-style-type: none"> - Year on year increase in website and social media analytics - Analysis of ‘where did you hear about us’ data from programme evaluations (embedded with registration) - Number of campaigns supported and analysis of KRSP’s reach in those campaigns
<p>Campaigns</p> <p>To contribute to the roll out of local, regional and national campaigns in County Kilkenny</p>	<ul style="list-style-type: none"> - To work with the communications unit in Sport Ireland and with NGBs to ensure the roll out of national campaigns at a local level - To contribute positively to relevant stakeholder campaigns such as those in Healthy Ireland and at local clubs - To develop brand association with key partners and stakeholders including Sport Ireland, LSP Network, Kilkenny County Council, HSE etc. 	<ul style="list-style-type: none"> - Proportion of people surveyed that reflect positively on the KRSP brand (on evaluation of strategy) - Number and type of accessibility and inclusive actions implemented to enhance comms
<p>Target Groups</p> <p>To ensure the delivery of specific and innovative campaigns to engage target groups such as people with a disability, ethnic minorities and LGBTQI+</p>	<ul style="list-style-type: none"> - To carry out an accessibility review of the KRSP website and regular communications material and implement actions as required - To consider the development of multi-lingual materials to promote programmes - To develop KRSP specific campaigns and support the roll out of national campaigns for those specific target groups 	<ul style="list-style-type: none"> - Number of targeted campaigns delivered & support and extent of reach



Pillar 5: Active Partnerships

Strategic Goal: “To work collaboratively to maximise resources and increase opportunities for people to participate in sport, recreation and physical activity”

Objectives	Action Area	KPI's
<p>Effective and Purposeful Partnerships Build on existing and develop new relationships to unlock participation opportunities for people who face additional barriers</p>	<ul style="list-style-type: none"> - To use a systems mapping approach to identify and pursue specific partnership opportunities and focus on developing clear terms of reference and partnership purpose - To contribute to local and regional forums to build connections and explore partnership opportunities - To contribute to consultation processes on the development of the Local Economic and Community Plan, Outdoor Recreation Strategy, the County Healthy Ireland plan, and other strategic developments - To proactively engage organisations that support target groups such as people with disability, new communities, young people, LGBTQI+ to identify collaborative opportunities to increase participation - To facilitate continuous consultation with clubs, other sports sector organisations and individuals and to take positive action to respond to emerging needs and priorities 	<ul style="list-style-type: none"> - Number and description of new partnerships developed - Proportion of stakeholders that report effective collaboration with KRSP - KRSP made a contribution to the development of the Local Sports Plan - Number and nature of collaborations with other sport sector organisations to enhance sport and physical activity
<p>Local Authority To work proactively with the local authority to promote sport and physical activity opportunities in the County</p>	<ul style="list-style-type: none"> - To work closely with the local authority to support in their development of a local sports plan for County Kilkenny - To engage the local authority to ensure sport and physical activity is considered in key planning decisions, supporting the ‘activation’ of new developments 	
<p>Sport Ireland, LSP Network, NGBs and other sport sector organisations To work with partners to enhance the collective work of the sports sector in delivering the ambitions in the National Sports Policy</p>	<ul style="list-style-type: none"> - To collaborate with Sport Ireland and other LSPs in the development of an LSP strategy and integrate the key findings and actions into our KRSP strategy - To contribute to new innovations, pilots, research and approaches with Sport Ireland and other LSPs - To engage with NGBs, Cara and other sport sector organisations to explore innovative approaches to sport and physical activity programmes and initiatives 	

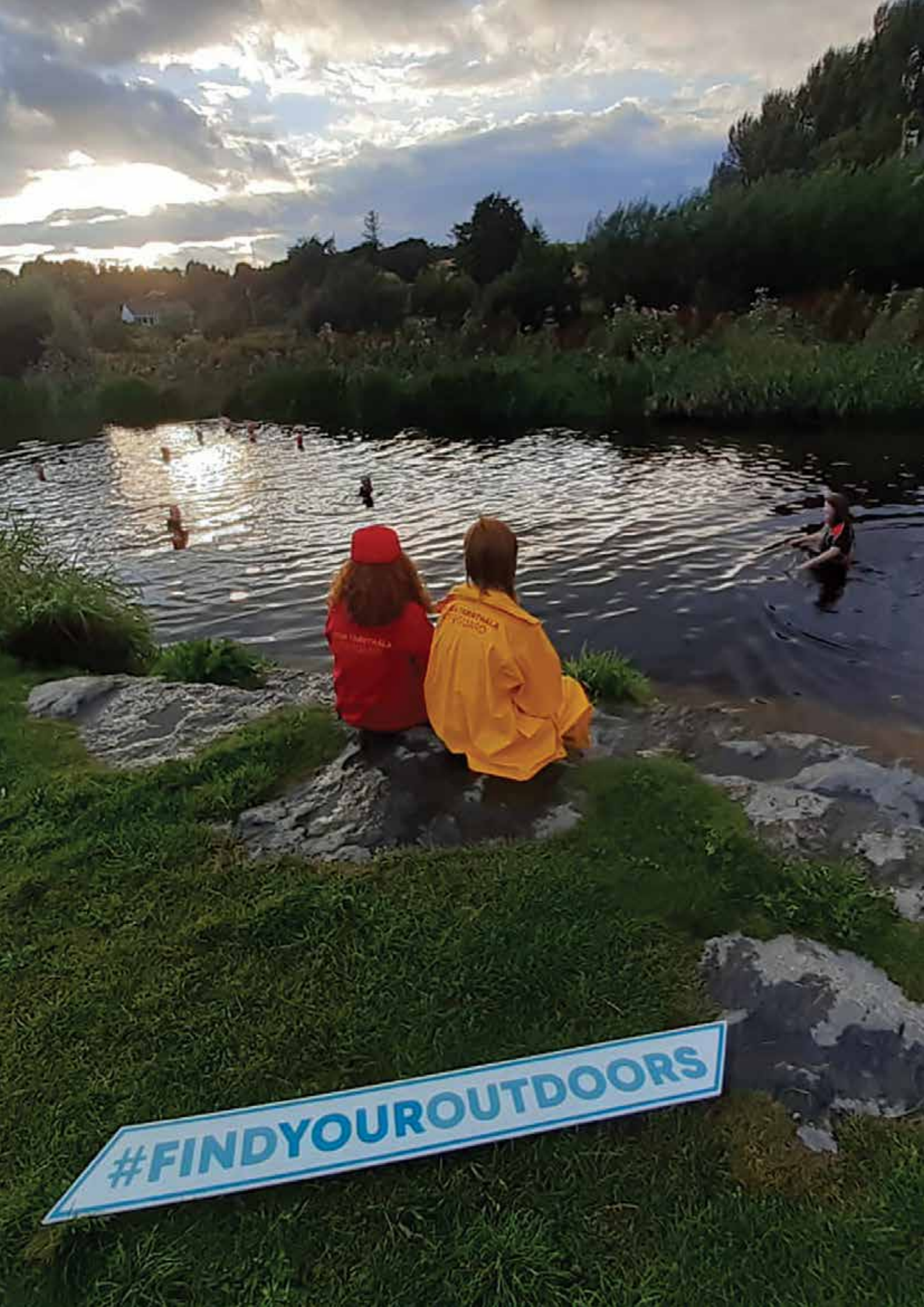


Pillar 6: Active Governance

Strategic Goal: “KRSP will be operate to the highest standards of professionalism, accountability and integrity”

Objectives	Action Area	KPI's
<p>Governance and Finance</p> <p>To ensure we operate to the highest standards in relation to governance and finance, under relevant regulation and legislation</p>	<ul style="list-style-type: none"> - To ensure ongoing compliance with the Governance Code for sport - To carry out regular reviews of policies and procedures ensuring full compliance - To ensure KRSP operate within our financial guidelines and regulations, in a transparent and accountable manner - To enhance our sustainable income streams - To ensure full representation and participation on our Board and on our sub-committees, facilitating effective decision making 	<ul style="list-style-type: none"> - Ongoing compliance with the governance code for sport maintained - Number of annual reports and independent evaluations produced - Consistent and regular use of M1 and other evaluation methods - Number and type of personal and professional development initiatives delivered
<p>Impact and Evaluation</p> <p>To implement robust monitoring and evaluation processes and to share our outcomes with our partners and stakeholders</p>	<ul style="list-style-type: none"> - To ensure we deliver on all of our contractual obligations with funders across our range of project and programmes - To produce an annual report setting out key achievements in line with our strategic plan - To implement the use of the M1 measure and other evaluation methods where appropriate across programmes and initiatives - Where resources allow, to evaluate our programmes and initiatives and publish results - To facilitate regular reflection and evaluation of operations and initiatives to focus KRSP's strategic direction and ensure we remain aligned to the evolving needs of the county 	
<p>Staff</p> <p>To ensure that KRSP staff have a high level of job satisfaction and are supported to develop personally and professionally</p>	<ul style="list-style-type: none"> - To provide regular training, capacity and team building initiatives for our staff team aligned with emerging trends in the sport and physical activity sector - To facilitate regular reflection and operational planning initiatives to ensure we remain aligned to the evolving needs of the county 	





#FINDYOUROUTDOORS

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SPORT IRELAND
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