



Kilkenny Recreation and Sports Partnership

Strategic Plan 2006 - 2009



Kilkenny Recreation and Sports Partnership

Kilkenny Recreation and Sports Partnership contents

INTRODUCTION	1
Message from the Chairperson, KRSP	4
Message from the CEO, Irish Sports Council	5
Message from the Local Sports Coordinator	7
2. EXECUTIVE SUMMARY	9
2. ACHOIMHRE FEIDHMIÚCHÁIN	12
3. BACKGROUND	17
Local Sports Partnerships	18
Research on Sport & Physical Activity in Ireland	18
4. KILKENNY RECREATION AND SPORTS PARTNERSHIP	23
History	24
Membership	25
5. PROFILE OF SPORT AND RECREATION IN KILKENNY	33
Key Challenges	37
6. STRATEGIC PLAN	39
Introduction	40
Strategic Areas	41
Strategic Plan	43
Goal 1 Participation	44
Goal 2 Participation for Specific Groups	46
Goal 3 Facilities and Resources	48
Goal 4 Communication	50
Goal 5 Partnership and Management	51
7. APPENDICES	55
Appendix 1 LISPA Model	56
Appendix 2 Community and Voluntary Consultations	57
Appendix 3 List of Sports Clubs in Kilkenny	57







1. Introduction

Message from the Chairperson, Kilkenny Recreation & Sports Partnership



Kilkenny People are rightly proud of the County's tradition of excellence in sport, especially in hurling. The challenge for all involved in sport and recreation activity is to promote the value of participation. The pursuit of excellence can then be extended into areas such as welcome, inclusiveness, access, usage, support, training and development.

Survey after survey points to increasing obesity and diminishing participation. The need for people to get involved in healthy pastimes was never more urgent.

The working group that prepared the submission to the Irish Sports Council believed that Kilkenny was ready for a Sports Partnership.

A submission was prepared and sent to the Irish Sports Council in October 2003. Central to this submission was the belief that Kilkenny was ready for the award of a Local Sports Partnership. Kilkenny was ready because:

- Relevant players were building strong positive relationships
- Initiatives were being explored
- Trust was building and areas of common interest were being examined

The application was successful and Kilkenny Recreation and Sports Partnership formally began the work of forming a company in the spring of 2004.

I believe in the Local Sports Partnership concept. I hope it can make a difference by:

- Building on work already in progress
- Establishing a sustainable structure
- Increasing the usage of existing local resources
- Supporting outreach to the uninvolved
- Developing and implementing strategic plans for long term local sport and recreation development.

I recommend our first Strategic plan to you and thank very sincerely all involved in this development. Development of the plan is but the first step. I urge all the sport and recreation partners to assist us in the work of implementing the plan and reviewing it regularly, and I urge the people of Kilkenny to take an active part in the many sports and recreation activities that will be enhanced and developed as part of this worthwhile initiative.

Sincerely

RODGER CURRAN



Message from the CEO, Irish Sports Council



The Irish Sports Council has been in existence since 1999 and will follow up on the work of 'A New Era for Sport' when it produces a new strategy in January 2006. Central to the work of previous strategies has been the development of Local Sports Partnerships in order to provide a sustainable structure for local sport development and increase levels of sports participation.

The Local Sports Partnerships are the network that provides Irish people with an opportunity to experience sport at all levels in their local community. At present there are 16 Local Sport Partnerships operating across the country. They aim to build on plans already established by local clubs and community groups and to provide the many thousands of volunteers with a structure that will assist them to meet the future challenges facing sport. They also work with local statutory agencies to build a sustainable long-term plan for sport and physical activity.

The Irish Sports Council considers the strategic planning process to be an essential step in the development of a Local Sports Partnership. This step contributes to matching the needs of the local community to the priorities of the partnership. It is then possible to quantify the resources required to effectively achieve results and answer local needs. This ensures that the plan can be a working document that will show results over its lifetime.

I would like to congratulate everyone who was instrumental in developing the Strategic Plan and to thank all clubs, groups and agencies for their input into the consultation process. I hope this is just the beginning of your involvement in the strategic process and that you will see the results from your endeavours taking shape in the near future. I wish all involved with the Kilkenny Local Sports Partnership every success in the years ahead.

JOHN TREACY





Message from the Local Sports Coordinator



As Local Sports Coordinator I am delighted to see this strategic plan completed, and look forward to its implementation over the next few years. Kilkenny has such potential for sports development because of its great resources - human and natural. This year has been a great start, setting the foundations for ongoing development through partnership work. There are many agencies and community groups that are committed to increasing participation in physical activity in some format. If we can work together and pool those resources, then so much more can be done to provide everyone with an opportunity to be active.

Research conducted on physical activity and sport in recent years shows a general decrease in the average amount of time that people are active. The report of the National Taskforce on Obesity highlights frightening implications for children, and for all in the future, if this is not addressed. The message is clear - we ALL need to ensure that some form of physical activity is part of our regular daily routine.

There is such a proud tradition of sport within Kilkenny, with a history of great achievements, local sports heroes, and many new aspiring athletes and players. Those involved in sport, whether athletes, coaches, parents or administrators, can act as role models and highlight the benefits of their involvement in sport to others.

Finally, I would like to express my thanks to the Board of KRSP for their support over the past year, which I very much appreciate. For all of the groups that have worked with KRSP on various projects and committees, thank you for your dedication, commitment and enthusiasm, through which I am convinced that great things will be achieved.

Sincerely

MIRIAM CLEARY







2. Executive Summary Achoimre Feidhmiúcháin

Executive Summary

The Irish Sports Council's mission as stated in its Strategy 2003 - 2005 is "To plan, lead, and coordinate the sustainable development of competitive and recreational sport in Ireland". Local Sports Partnerships are recognised as one of the main vehicles through which this can be implemented at a local level across the country.

The key aims of Local Sports Partnerships are:

1. To increase participation in sport
2. To ensure that local resources are used to best effect.

In Kilkenny, these have been taken on board and expanded further to incorporate local needs into a strategic plan. This has been made possible through a series of consultations across the county, where people could express views and wishes that have since been used as the basis for the plan. A critical factor is the need to work together in partnership to deliver on each action and achieve strategic goals.

Many studies show decreasing levels of activity among Irish people, which highlights the need now, more than ever, to promote an active healthy lifestyle for all. Kilkenny Recreation & Sports Partnership's mission addresses this need:

Kilkenny Recreation & Sports Partnership is committed to promoting healthy living and personal development through recreational and sporting activity within all age groups, and throughout the whole community of Kilkenny City and County.

The plan is built around five key strategic areas and details how each one will be tackled over the next four years. The strategic goals are:

1. To increase participation in sport, recreation and healthy activity across the population of Kilkenny.
2. To increase participation amongst specific groups that would benefit from additional support and access to sport, recreation and healthy activity.
3. To maximise the availability of facilities and resources for sport and recreation within Kilkenny.
4. To develop appropriate communication channels between KRSP and the wider community
5. To promote partnership and effective management in sport and recreation.

The vision behind this strategic plan is for "more people to be more active more often". KRSP will make every effort to ensure that sports or recreation become part of people's lifestyles in Kilkenny as an outcome of this plan, with each person participating in an activity they enjoy to a level that suits their needs and improves their general health.



Achoimre Feidhmiúcháin

Is é misean Chomhairle Spóirt na hÉireann mar atá ráite ina Straitéis 2003 - 2005 nua ná "Forbairt Inmharthana an Spóirt in Éirinn, idir chomórtais agus áineas a phleanáil, a threorú, agus a chomhordú". Aithnítear Comhpháirtíochtaí Áitiúla Spóirt mar cheann de na príomhbhealaí leis sin a chur i bhfeidhm ag leibhéal áitiúil ar fud na tíre.

Is é príomhfhócas na LSPanna:

1. Rannpháirtíocht i Spóirt agus Áineas a mhéadú
2. An leas is fearr a bhaint as acmhainní áitiúla

I gCill Chainnigh, tá glactha leis na haidhmeanna sin agus leathnaíodh tuilleadh iad chun riachtanais áitiúla a chorprú i bplean straitéiseach. Ceadaíodh sin trí shraith comhairliúcháin ar fud an chontae, ina bhféadfadh daoine a gcuid tuairimí agus mianta a nochtadh. Úsáideadh an méid sin ansin mar bhunús don phlean. Is fachtóir ríthábhachtach é an gá atá le comhoibriú i bpáirtíocht chun gach gníomh a phleanáil agus a sheachadadh agus chun spriocanna straitéiseacha a bhaint amach.

Taispeánann go leor staidéar leibhéil ghníomhaíochta atá ag titim i measc muintir na hÉireann, rud a léiríonn an gá atá anois ann, níos mó ná riamh, le stíl mhaireachtála ghníomhach, shláintiúil do chách a chur chun cinn. Tugann misean Chomhpháirtíocht Áineasa agus Spóirt Chill Chainnigh aghaidh ar an ngá sin:

Tá Comhpháirtíocht Áineasa agus Spóirt Chill Chainnigh tiomanta do mhaireachtáil fholláin agus d'fhorbairt phearsanta a chur chun cinn trí ghníomhaíocht áineasa agus spóirt i ngach aoisghrúpa, agus ar fud phobal Chathair agus Chontae Chill Chainnigh go léir.

Tá an plean tógtha timpeall ar chúig phríomhréimse straitéiseach agus tugann mionsonraí faoin tslí a dtabharfar aghaidh ar gach ceann acu sna ceithre bliana atá le teacht. Is iad na spriocanna straitéiseacha ná:

6. Rannpháirtíocht i spóirt, áineas agus gníomhaíocht fholláin a mhéadú i measc phobal Chill Chainnigh.



7. Rannpháirtíocht a mhéadú i measc grúpaí saineúla (atá faoi mhíbhuntáiste) a bhainfeadh leas as breis tacaíochta agus rochtana ar spórt, áineas agus gníomhaíocht fholláin.
8. An fáil atá ar shaoráidí agus acmhainní do spórt agus áineas laistigh do Chill Chainnigh a uasmhéadú.
9. Bealaí cumarsáide cuí a fhorbairt idir CÁSCC agus an pobal i gcoitinne.
10. Comhpháirtíocht agus bainistiú éifeachtach i spórt agus áineas a chur chun cinn.

Is í an fhís atá taobh thiar den phlean straitéiseach seo "go mbeadh níos mó daoine níos gníomhaí níos minice". Déanfaidh CÁSCC gach iarracht lena chinntiú go mbeidh spórt agus áineas mar chuid de stíl mhaireachtála na ndaoine i gCill Chainnigh mar thoradh ar an bplean seo, le gach duine rannpháirteach i ngníomhaíocht a thaitníonn leo ag leibhéal a bheidh oiriúnach dá gcuid riachtanas agus a fheabhsóidh a gcuid sláinte i gcoitinne.

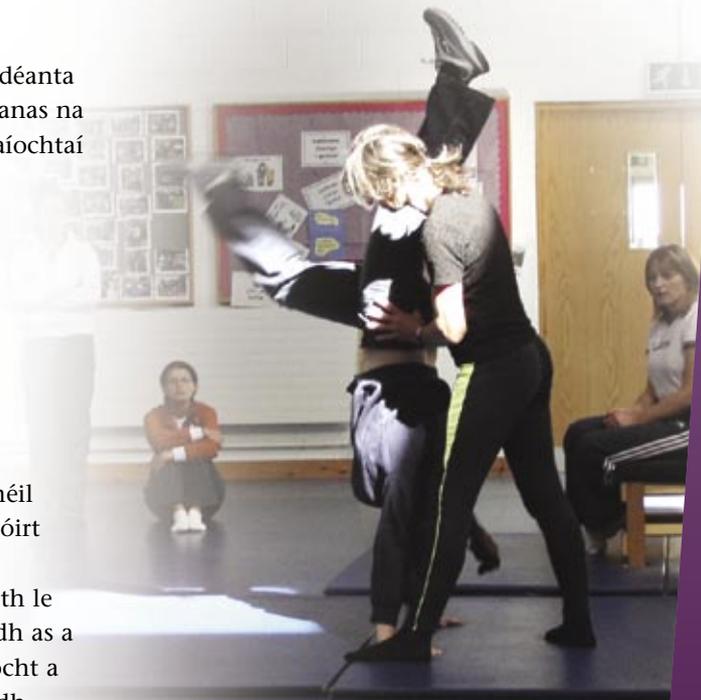
Réimsí Straitéiseacha

Ag tógáil ar an gcomhairliúchán agus an taighde atá déanta cheana, agus ar obair Bhord an CÁSCC is iad seo a leanas na cúig Príomhréimse Straitéiseacha aitheanta mar thosaíochtaí atá an CÁSCC le díriú orthu:

1. Rannpháirtíocht - i gcoitinne
2. Rannpháirtíocht - grúpaí Saineúla
3. Saoráidí agus Acmhainní
4. Cumarsáid
5. Bainistiú agus Comhpháirtíocht

Rannpháirtíocht - i gcoitinne

Is é seo an réimse is tábhachtaí lena mbaineann leibhéil rannpháirtíochta atá ag méadú i ngníomhaíochtaí spóirt agus áineasa i gCill Chainnigh. Díríonn sé ar ghníomhaíochtaí agus cláir a fheidhmiú, chomh maith le rannpháirtithe a spreagadh chun freagracht a ghlacadh as a gcuid rannpháirtíochta fadtéarmaí féin i ngníomhaíocht a thaitníonn leo, a rachaidh chun sochair dóibh ar feadh



an tsaoil. Tá cur chuige CÁSCC ar an sprioc seo bunaithe ar aoisghrúpaí difriúla laistigh den phobal i gcoitinne. Sampla: an clár Buntús do leanaí Bunscoile.

Rannpháirtíocht - Grúpaí Sainiúla

Tá na gníomhaíochtaí a bhaineann leis an réimse straitéiseach seo cosúil le Rannpháirtíocht thuas, ach amháin go bhfuil na gníomhaíochtaí agus na cláir seo dírithe ar phobail nó ar ghrúpaí faoi leith. Tá riachtanais ag na spriocghrúpaí seo a mheasann CÁSCC gur féidir aghaidh níos fearr a thabhairt orthu trí bhreis clár agus gníomhaíochtaí a sholáthar a mbeidh fócas níos mó acu.

Sampla: Clár ag tacú le lánpháirteacht daoine ó Mhionlaigh Eitneacha i spórt.

Saoráidí agus Acmhainní

Oibreoidh CÁSCC i gcomhar lena gcomhpháirtithe chun tacú le níos mó úsáide a bhaint as saoráidí agus acmhainní nádúrtha agus iad a fhorbairt tuilleadh, ag úsáid na faisnéise ar fad atá faighte aige ón fhóram spóirt agus ó chomhairliúcháin eile. Is iad acmhainní daonna, cibé foireann nó daoine ag obair go deonach, an fachtóir is tábhachtaí maidir le spórt a dhéanamh inmharthana in Éirinn, agus cuirfidh CÁSCC tacaíochtaí agus oiliúint i bhfeidhm chun cabhrú leo ina ról.

Sampla: Chun oiliúint do dhaoine atá ag obair go deonach a fhorbairt agus a sholáthar.

Cumarsáid

Tá dhá ghné ag an gcumarsáid mar réimse straitéiseach. Is é an chéad cheann a chinntiú go mbeidh CÁSCC inrochtaine agus oscailte do gach duine den phobal idir iad siúd atá cheana ann, iad siúd a d'fhéadfadh a bheith ann agus daoine nua den phobal ar mian leo a bheith rannpháirteach i



ngníomhaíocht agus éisteacht lena riachtanais chun roghanna a fheabhsú nuair is féidir sin. Is é an dara gné feacht a ardú maidir le fíis CÁSCC agus a chinntiú go mbeidh mionsonraí a ngníomhaíochtaí agus a gcláir curtha in iúl go maith. Sampla: Gníomhú mar fhoinsé eolais faoi dheiseanna spóirt agus acmhainní.

Bainistiú agus Comhpháirtíochtaí

Tugann an réimse straitéiseach deiridh aghaidh ar bhainistiú éifeachtach na comhpháirtíochta lena n-áirítear pleanáil, nósanna imeachta, airgeadas, foirniú, clárú, monatóireacht agus meastóireacht. Áirítear ar an réimse seo an gá atá le hoibriú i gcomhpháirtíocht le gníomhaireachtaí agus grúpaí eile chun comhspríocanna a bhaint amach chun an leas is fearr a bhaint astu, agus déileálann sé leis an tacaíocht is féidir le CÁSCC a chur ar fáil chun bainistiú níos fearr i spóirt a chumasú. Sampla: Chun rannpháirtíocht fhorghníomhach chomhpháirtithe i ngníomhaíocht CÁSCC a chinntiú.







3. Background

Local Sports Partnerships

It is in their home areas that the vast majority of children are introduced to sport, and where most people take part in sport, yet sport is often under resourced at the local level in Ireland. There are many thousands of dedicated volunteers in local clubs and communities supporting, leading and administering sport. Without them sport could not exist.

There are also many local publicly funded organisations promoting sport in some way, although doing so is not their prime objective. For example, local authorities provide and operate swimming pools, leisure centres, playing fields and other facilities. Vocational Education Committees support local sports clubs and activity programmes, often in disadvantaged areas. Universities and Institutes of Technology provide sports facilities for their students and local communities. Schools introduce their pupils to sport and provide opportunities for co-curricular sport.

The Local Sports Partnership (LSP)¹ Initiative was developed by the Irish Sports Council (ISC) in order to create a national structure to coordinate and promote the development of sport at local level. The ISC recognised that these partnerships would promote the development of sport, and provide leadership, co-ordination and direction, particularly in disadvantaged areas. The initiative is also in line with current Government policies such as the Integrated Services Process and devolution to local government.

The key aims of Local Sports Partnerships are:

3. To increase participation in sport
4. To ensure that local resources are used to best effect.

Recent Research and Planning

Sports Participation and Physical Activity in Ireland 2005

While Ireland has a proud sporting tradition and good levels of participation amongst some groups in our communities, there is a need for improvement. In order to explore where development should be focused the Irish Sports Council commissioned a Study of Sports Participation and Physical Activity Among the Adult Population in Ireland. This study was conducted by the Economic and Social Research Institute (ESRI), and published in 2005.



The key findings from this study are that:

1. One in five adults in Ireland takes no physical exercise whatsoever.
2. Only two in five take enough exercise to meet the minimum standards of physical activity recommended by the World Health Organisation.

As people age, they either drop out of sports altogether, or switch from the high-intensity team games to non-contact, non-team sports such as golf, swimming or aerobics. This shows that throughout a person's life there are different challenges to sustaining their participation in sport.

The study found that recreational walking is by far the most popular form of leisure-time physical activity among Irish adults. This is closely followed by golf, soccer, swimming and GAA games for men, and swimming and aerobics for women.

The major reasons people gave for non-participation in sport have to do with the lack of interest, willingness or time on their part. Lack of sports facilities or issues arising on the supply side of the sports system hardly feature at all among the stated reasons for not participating. The study reveals that inactivity levels are particularly high among middle aged and older people. It therefore recommends that policy on the use of sport to promote physical activity should devote greater attention to this age group.

The Report of the National Taskforce on Obesity 2005

The report concludes that obesity is a major public health problem for Ireland, with approximately 39% of Irish adults overweight and 18% obese. It is estimated that over 300,000 children in Ireland are overweight and obese and this is projected to increase annually by 10,000. This clearly presents a major challenge, which must be addressed. The report sets out a detailed list of recommendations on how we can rise to this challenge. The vision of the taskforce is expressed as: An Irish society that enables people through health promotion, prevention and care to achieve and maintain healthy eating and active living throughout their lifespan.

Models of Sport in Ireland

Long Term Player/Athlete Development (LTPAD) Plan

The National Coaching and Training Centre (NCTC) has spent the past few years putting a lot of work into the development of a pathway for athletes within our sports system. This has involved much international research and consultation to arrive at an appropriate model for Ireland. The LTPAD pathway suggests that people be introduced to and develop in sport in a staged, sequenced

way. The pathway begins with children at the "FUNdamental" stage and advances on through learning to play and practice, training to train, training to compete and training to win, retirement and retainment stages to keep people involved in physical activity. The aspects it is appropriate to develop are highlighted within each stage, e.g. motor skills, social skills, skill development, training versus competition time, etc. The pathway is gradually being implemented in Ireland by the National Governing Bodies of each sport and will form part of the framework for all coaching and scheduling of training and competition.

Lifelong Involvement in Sport and Physical Activity (LISPA) Model

The Irish Sports Council are currently working on a model that includes those involved in recreational sport as well as competitive sport, this model incorporates the LTPAD above. It will be called LISPA model, which highlights a child centred approach, deliberate play and deliberate practice, and recognises individual difference. It also highlights a pathway for those who stay involved in sport at a recreational level. See Appendix 2 for LISPA Model. This model is not published at this time, but will be shortly.

The three major changes encouraged by both models above are:

1. An emphasis on fun and participation, not competition, for younger children
2. A multi-sport approach for children to help develop their motor skills
3. Re-structuring of the amount of training time compared to competition time in some traditional competitive schedules.

The combination of competitive sport and recreational activities into one model, highlights the way that we are advancing in Ireland, recognising both aspects of participation, and the importance and benefits of each.

These Models of Sport in Ireland, and the research outlined previously, highlight the need for more people in Ireland to become regularly active. KRSP will endeavour to ensure that sports or recreation become part of people's lifestyles in Kilkenny, with each person participating in an activity they enjoy, to a level that suits their needs.









4. Kilkenny Recreation and Sports Partnership

Mission Statement

Kilkenny Recreation & Sports Partnership is committed to promoting healthy living and personal development through recreational and sporting activity within all age groups, and throughout the whole community of Kilkenny City and County.

History

The Kilkenny County Development Board (CDB) 10 Year Strategy 'Kilkenny 2002-2012, A Strategy for Economic, Social & Cultural Development' identified issues of marginalisation, social inclusion, health promotion and partnership development as contributory elements to the quality of life for the community of County Kilkenny. The CDB recognised that co-ordinated and integrated responses are needed to improve the health and well being of all people living in County Kilkenny. The securing and on-going development of a Kilkenny Recreation & Sports Partnership (KRSP) for Kilkenny was identified as a key means of addressing this, with the overall aim of co-ordinating and promoting of the development of sport, recreation and leisure activities throughout the county.

From the autumn of 2001, a 'Working Group' began addressing a more strategic approach to sport, recreation and leisure development for Kilkenny. Their task was to gather together the agencies and information needed to prepare a submission to the Irish Sports Council for a Local Sports Partnership. This group did a lot of work and research into sports and recreation and current demographics within Kilkenny to prepare their submission. During this time many community and voluntary groups came together for consultations and feedback, and these are listed in Appendix 3.

The working group emphasised inclusive recreational and healthy activities as well as conventional sports. It also recognised that achieving equality of outcome is more difficult for some groups than others, and that there were a number of fundamental inequalities that would need specific targeting if they are to be addressed. An inter-agency / inter-community approach therefore became central to the working group's proposals, and in October 2003, a submission was made to the Irish Sports Council.

In late December of the same year, Kilkenny was informed that it had been successful in its bid for a Local Sports Partnership. Further to continued groundwork by the group between January and

June 2004, a Local Sports Coordinator was appointed in July 2004 and an office was set up in Kilkenny. A Board of Directors was then established, and the first official board meeting was held September 2004. There has been a lot of development work since then, focused on building and implementing the structures and programmes that will underpin much of the work set out in this strategic plan.



Membership of KRSP

The following twelve organisations are committed to leading the way for the Partnership process through their membership of KRSP's Board of Directors:

Vocational Education Committee	Rodger Curran (Chairman)
Kilkenny Local Authorities	Bríd Hynes
Health Service Executive	Catherine O'Loughlin
Kilkenny Sports Forum (2)	Sean Lynch (Treasurer) Theresa Walsh
Kilkenny Community Action Network	Claire Mulhall
Barrow Nore Suir Rural Development	Declan Rice
Ossory Youth	Martin Ryan
Kilkenny County Childcare Committee	Deirdre Power
Kilkenny Community and Voluntary Forum	John Burke
Kilkenny Principals and Deputy Principals Assoc.	Sean Breathnach
Kilkenny Art & Cultural SPC	Ann Phelan



Vocational Education Committee (VEC)

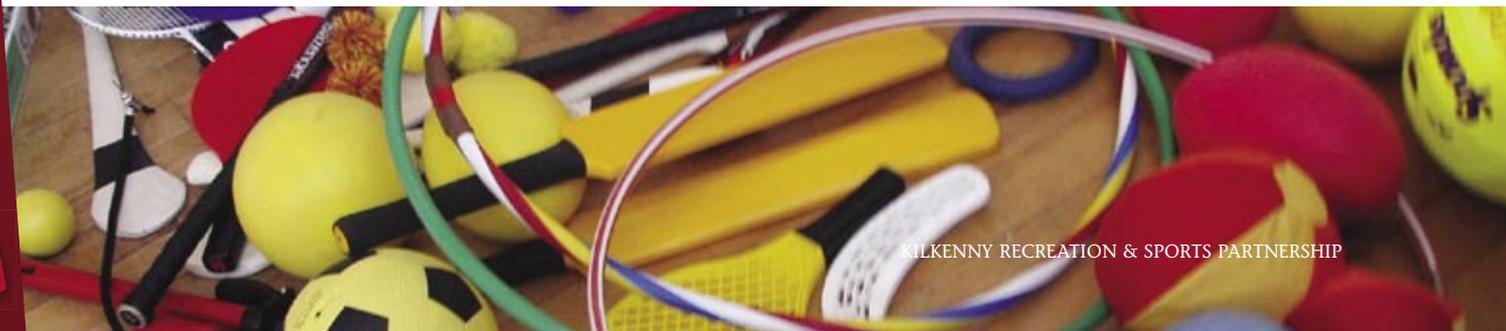
County Kilkenny Vocational Education Committee (VEC) is a statutory local education authority operating under the terms of the Vocational Education Acts 1930 to 2001. It provides a comprehensive range of quality education programmes and support, designed to meet the needs of young people and adults throughout County Kilkenny. Over the years it has developed a range of educational provision to address the diverse and ever changing needs of learners. Today County Kilkenny VEC runs eight second level schools, an extensive adult education service and a range of post-leaving certificate courses. It is involved in many partnership activities at local level and provides a range of educational supports to enhance the quality of its education programmes. County Kilkenny VEC supports young people and adult learners through its four main areas of activity: Second Level Education, Adult Education Service, Education Support Services and Partnership Activities.

The VEC schools throughout the county have sporting facilities, which they already make available to the community. A proposal is currently pending with the local authority to enhance and further develop outdoor facilities within VEC school premises, which will then be more accessible outside of school hours within the community. This proposal involves the setting up of Local Sports Advisory Boards. The VEC is also committed to providing training in recreational leadership skills as part of the development of Sports Partnership.

Kilkenny Local Authorities

Kilkenny County Council and Borough Council provide a wide range of services to the community serving a total population of 80,339 people. Services are provided under eight programme group headings: 1. Housing and Building, 2. Road Transportation and Safety, 3. Water Supply and Sewage, 4. Development Incentives and Control, 5. Environmental Protection, 6. Recreation & Amenity, 7. Agriculture, Education, Health & Welfare and 8. Miscellaneous.

The democratically elected members decide on the policies to be pursued by the Local Authorities. It is the function and duty of staff to advise on these policies and to implement them in due course. The collective aim is to ensure a high standard of service delivery to Kilkenny's citizens.



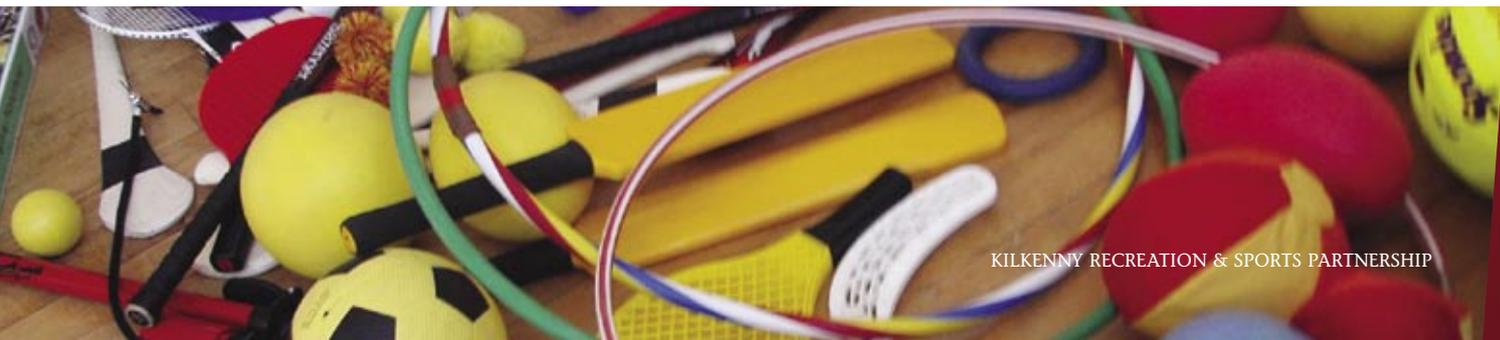
The functions and duties of the Local Authorities in the field of recreation and amenity include:

- The provision and maintenance of James Stephens's Swimming Pool, Scanlon Park, Local Authority playgrounds, playing pitches, parks and open spaces.
- The provision of grants or other assistance to sporting and community groups.
- The development of proper recreation and sporting facilities as identified in the Kilkenny Open Space, Sports and Recreation Study², which is incorporated into the County Development Plan.
- The provision of a Recreational Fund through monies raised under the new Development Contribution Scheme.
- Continued development of the Parks Departments, to support recreation and amenity developments provided by the Local Authorities.
- Direct funding for specific projects being rolled out by Kilkenny Recreation & Sports Partnership.

Health Service Executive

The Health Service Executive/South Eastern Area is responsible for providing health, welfare, personal and social services to the people of Carlow, Kilkenny, Wexford, Waterford and South Tipperary. The mission is "To help the people we serve maximise their health and social well-being, using the resources at our disposal as effectively and efficiently as we can".

Health is a resource for everyday life, not just the absence of illness. Health Promotion aims to enable individuals and communities to increase control over the factors that affect their health and well being through a process of reorientation, partnership and education. The Health Service Executive, in particular the Health Promotion Department, is already very active in promoting recreational and sports participation within Kilkenny County. It believes that working in partnership is crucial if factors determining health are to be addressed effectively, and to this end will continue to liaise with and support the Kilkenny Recreation & Sports Partnership.



The Sports Forum

During the year 2000 various sports (e.g. athletics, basketball, boxing and swimming) came together and became known as "The Sports Cluster". When the Kilkenny Recreation and Sports Partnership (KRSP) was established in 2004 the cluster evolved into The Sports Forum, which now has two directors on the KRSP Board. Sports organisations in the county nominate representatives to attend meetings of The Sports Forum, where sports issues are discussed.

The Forum is seen as an important communication link between the KRSP Board and the sports groups. The Forum will provide information and advice to the Board on issues affecting them and will assist the board in promoting its activities; the KRSP will, in turn, assist clubs and sporting organisations in their development through its various programmes.

Kilkenny Community Action Network (KCAN)

Kilkenny Community Action Network is the agency with responsibility for implementing the Local Development Social Inclusion Programme in Kilkenny City. The organisation was established in 1994 for three community areas (Bishop Birch Place, The Butts and Loughboy). In 1996, the community areas of Newpark Close and Hebron Park were also integrated into the K.C.A.N. remit. The organisation is currently funded under the National Development Plan 2000 - 2006. KCANs work falls into 3 categories: Services to the unemployed, Community development, and Community based youth initiatives. The group supports a number of target groups under the above measures, including women, Travellers, asylum seekers/refugees, long term unemployed and people with disabilities. It is the lead agency on a number of key projects such as the Kilkenny Traveller Horse Project, Association for Refugees & Asylum Seekers Kilkenny. The work of the group is underpinned by close partnerships with communities, interest groups and local agencies, as exemplified in its involvement with and support for KRSP.

Barrow Nore Suir Rural Development Ltd (BNS)

Barrow Nore Suir Rural Development Ltd (BNS) is a non-profit making company administering the European Union's 'LEADER+' rural development programme in rural County Kilkenny and the adjacent part of southeast Tipperary. BNS has an expansive mission of improving the economic, social, environmental and cultural quality of life of residents in its region. To that end, BNS provides advice, support and grant aid, across a wide range of sectors to enterprises and community groups with innovative projects. The company considers the participation in and enjoyment of sport or healthy recreation as an important contribution to the quality of rural life. In support of this, BNS was very pleased to be part of the group that worked to secure Local Sports Partnership status for the county and is available to help KRSP fulfil its valuable role in the future development of sport and recreation in Kilkenny.

2. The need for a clearer picture of issues relating to Sport & Recreation in the county was identified in 2003, through the Strategic Policy Committee process. A comprehensive Sports and Recreation Study was subsequently undertaken by Kilkenny Local Authorities, applying both qualitative and quantitative assessments to the open space, sports and amenity facilities easily accessible in County Kilkenny. Key recommendations from the study are described in more detail in section 5 of this plan.





Ossory Youth

Ossory Youth is a Voluntary Youth Work Organisation, which has young people at its heart, operating in Kilkenny and South Laois. Ossory Youth's mission is to create a safe and positive environment where young people can aspire to their full potential. Ossory Youth is committed to providing a quality service to the young people it serves, by employing principles of best practice in its work.

Ossory Youth projects include Kilkenny Youth Information Centre, Kilkenny City and County Drug Initiatives, Kilkenny City Garda Youth Diversion Project, Special Youth Projects in the city and in the county including Callan and Castlecomer, a network of 13 youth clubs, special projects in the areas of youth ministry, mental health, youth exchanges, suicide prevention and student enterprise development. Ossory Youth looks forward to developing links between the young people and volunteers it works with and the KRSP, thus enhancing the range of activities, supports and training available to them.

Kilkenny County Childcare Committee

Kilkenny County Childcare Committee is one of 33 Childcare Committees in Ireland. The overall mission is to provide support and advisory services and to reinforce, enhance and provide a co-ordination mechanism at county level. The key areas of work are disseminating information, developing networks, and supporting appropriate and high quality training with the intention of improving quality and building capacity within the Childcare sector.

Kilkenny Community And Voluntary Forum

Kilkenny Community and Voluntary Forum represent a wide range of local community groups and voluntary organisations in the area. The function of the Forum is to create opportunities for its members to interact, share ideas, cooperate in areas of common interest and network with other groups on the register. The Forum also develops and progresses joint initiatives and projects in areas of concern. It is the nominating body to the local authority CDBs and SPCs.



Kilkenny Principals and Deputy Principals Association

The Kilkenny Principals and Deputy Principals Association is a collaborative body, unique as a group in that it combines the Secondary, Comprehensive and Vocational sectors. This group meets at regular intervals during each school term to discuss matters of mutual interest from items such as school calendar and school transport, to sporting and cultural co-operation. Advice can be sought and exchanged in relation to issues of school management and best practice. Its overall vision is to enhance the educational needs of students in Kilkenny, and the group has nominated one of its members to be on to the Board of Directors of KRSP.

Kilkenny Art & Cultural Strategic Policy Committee

Strategic Policy Committees (SPCs) were established in 2000. Five were developed in Kilkenny and these coincide broadly with the key functional areas of the Local Authorities. The committees include elected representatives and representatives of the sectoral interests relevant to the programme concerned. The role of the SPCs is to formulate policy proposals, and evaluate and report on policy implementation for consideration and final decision by the full council. The Chairs of the five SPCs and the Cathaoirleach of the County Council form a cabinet (Corporate Policy Group) supported by the County Manager. They also sit on the County Development Board. The Art & Cultural Strategic Policy Committee has responsibility for Sport & Recreation, and its Chair sits on the Board of KRSP.



The groups listed below have also been very supportive of KRSP and some are currently working with us on sub committees for specific projects:

FÁS	Roly Collier
Foróige	Rosie O'Brien
An Garda Siochana	Paul McGettigan
C.D.C.D. Network	John Murphy
Teagasc	Loretto O'Driscall







5. Profile of Sport and Recreation in Kilkenny

Profile of Sport and Recreation in Co.Kilkenny

Kilkenny County is located within the South East region between Tipperary, Waterford, Wexford and Carlow, but is also relatively close to Dublin and other major urban centres such as Cork, Limerick and Galway. Kilkenny City is at the centre of a catchment area of almost 180,000 people, with the city and immediate hinterland having a population of over 20,000 people. It currently acts as an administration centre for a number of state and semi-state agencies including the regional headquarters of the Health Service Executive, the national headquarters of the Craft Council, the national headquarters of the Patents Office and the national headquarters of the Heritage Council.

Widely regarded as a prosperous city, Kilkenny has a rich archaeological heritage and an attractive townscape and natural river valley setting, giving an upmarket appeal. Kilkenny accommodates a highly successful professional business centre and has thriving tourism, craft and design industries.

Behind these positive aspects lie pockets of severe disadvantage and social exclusion, as highlighted in the National Development Plan. A number of communities would rank highly against a national comparison of a range of indices of disadvantage with characteristics such as high youth populations, high numbers of lone parent household, low levels of home ownership, high levels of unemployment, high dependence on social welfare benefit, and high levels of educational disadvantage.

KRSP's Strategic Plan has taken these pockets of deprivation - both geographic and issue based - into account and has designed specific objectives and actions to enhance sport and recreation development within these target groups. The Strategic Plan also recognises that there are areas of the county where people are deprived in terms of sport; while they may not be socially excluded and marginalised, they do need support in accessing sport and recreation opportunities. KRSP's aim is to ensure that those who are disadvantaged in Kilkenny, whether in terms of social disadvantage or access to sport, will be catered for in the programmes and activities it will pursue as part of this strategic plan.

Total Population (CSO figures 2002)

Location	Total	Male	Female
Kilkenny City	20,735	10,018	10,717
Kilkenny County	59,604	30,522	29,082
Total	80,339	40,540	39,799

As can be seen from the above chart, with a total population of just over 80,000 the two major demographic factors related to Kilkenny are:

1. A balance between numbers of males and females.
2. The rural area's population is almost three times that of Kilkenny City.

These statistics highlight the need for KRSP to ensure activities are provided for both genders, and rural as well as city areas.

Age	Total	Males	Females	%
0-4	5,747	2,970	2,777	7
5-9	5,781	2,932	2,849	7
10-14	6,551	3,364	3,187	8
15-19	6,678	3,393	3,285	8
20-34	16,573	8,554	8,019	21
35-49	17,375	8,744	8,631	22
50-64	12,246	6,316	5,930	15
65+	9,388	4,267	5,121	12
TOTAL	80,339	40,540	39,799	100

The largest 'age cohort' in the county is in the 35-49 years bracket (22%). A further 15% in the next cohort of 50-64 years means this 'middle' age group comprises of well over one third of the population. While the convention in many sporting activities is to focus on the younger sections of the community, there is an obvious need to encourage attractive healthy recreational activities for these older groups.

The table below shows the number of primary and secondary schools in Kilkenny. It is within the school setting that some of KRSP's target programmes will be carried out, e.g. Buntus and Active Youth. The numbers give an indication of how expansive each programme will need to be to cater for all primary and post primary students.

School	Number
Primary Schools	82
Post-Primary Schools	16
Total	98

A list of the sports clubs in Kilkenny is included in Appendix 4. The main sports in the county are athletics, camogie, hurling and soccer. These four sports are also what sports facilities are dominantly used for within the county.

Cunnane Stratton Reynolds, Town Planners & Landscape Architects, carried out a comprehensive study of Kilkenny Open Space, Sport & Recreation facilities for the Kilkenny Local Authority. The study is one of the most comprehensive studies in this area ever undertaken in Ireland, and it identifies a development hierarchy for facilities provision based on development size.

The amenity development thresholds specified in the study range from sites of <25 to 1000+ dwellings, with recommended amenities ranging from a minimum open space of 0.25 hectares to an equipped community/leisure building for a community association/club movement. The study proposes a sequential approach to the development of facilities or improvement of facilities if they already exist. This protocol ranges from bringing into use a redundant or infrequently used facility to providing a new stand-alone facility.

Specific proposals in the study include the development of a City/County level amenity in Kilkenny City and its environs, the development of sub-county level amenities/facilities in Thomastown, Castlecomer and Ferrybank, and district facilities in Piltown, Graignamanagh, Johnstown, Mullinavat and Callan. Neighbourhood facilities are proposed for all other areas.

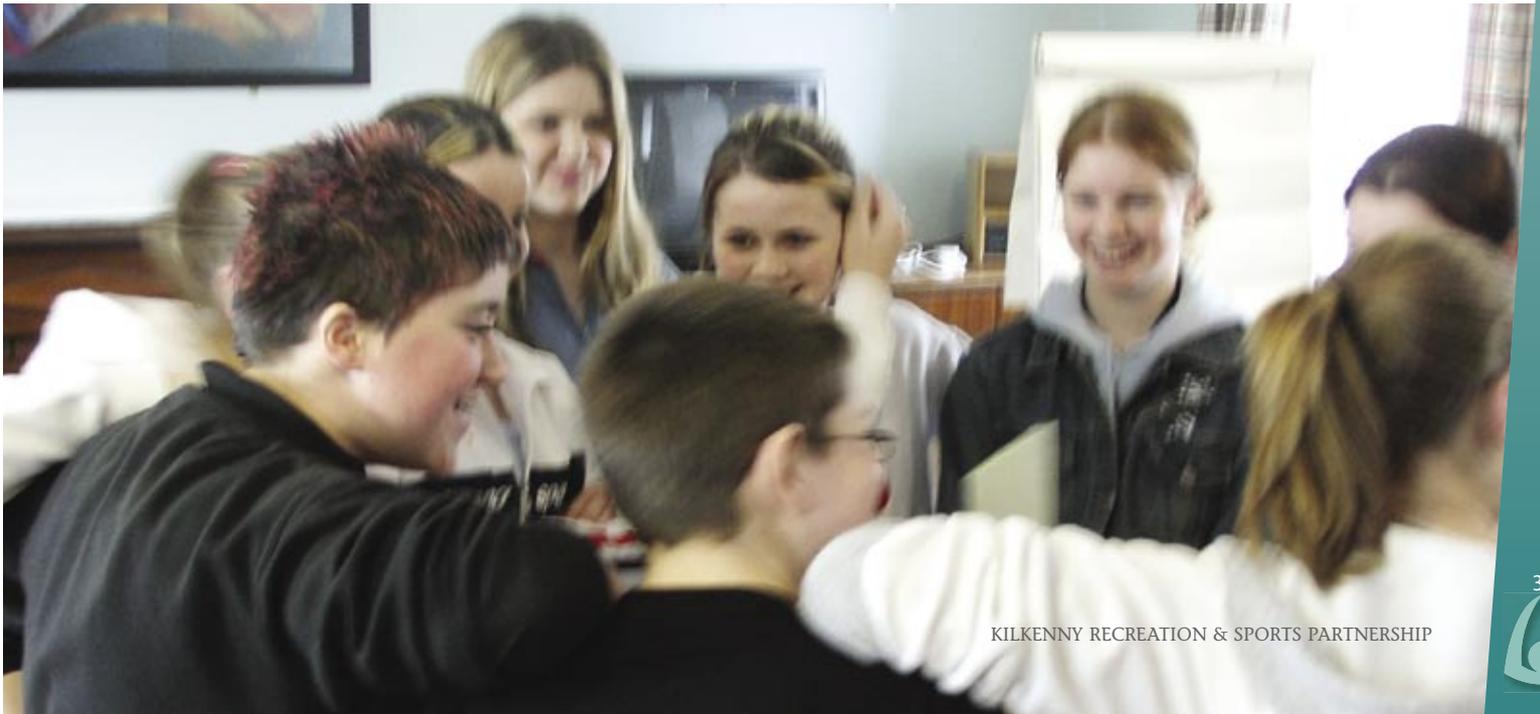
The study recommends that the local authorities set up an interdepartmental task force to direct and manage a recreation strategy. It also proposes that in consultation with local communities the authorities provide one publicly managed "Town Park" or "Village Green" in each county town and village addressed in the study area. An interesting additional recommendation arising from consultations is that open spaces in the city and county areas be clustered with other leisure and sports facilities/ opportunities to maximise usage, resources and management.

The study concludes that open space is not an 'add on' to recreation; it is where recreation, sport and social activity take place. There is a window of opportunity for KRSP to work with the local authorities as they embark on the exciting challenge of implementing the findings of the Open Space, Sports and Recreation Study.

Key Challenges

Throughout the consultation process a number of challenges were identified within Kilkenny, some of which are similar to those faced in other counties. KRSP's role is to work with its partner agencies to address these challenges, listed below, as effectively as possible:

1. A decline in numbers of **volunteers** within sport.
2. A lack of **facilities** and ancillary facilities for some sports.
3. A distinct under-provision of equipped **play areas** countywide.
4. Increased demand for quality **training** opportunities for coaches, leaders, teachers, parents, and all others involved in sport and recreation.
5. Limited **access** to opportunities for participation in sport by marginalised or disadvantaged groups.
6. The **cost** of participation in some activities can be prohibitive.
7. Increased demand on **funding** resources available to implement programmes.
8. **Decreasing participation** rates in general, as well as within specific groups.
9. Lack of **information** or awareness of KRSP and its work, and sport and recreation opportunities within Kilkenny.
10. A need for greater focus on partnership links, **management** and planning ahead







6. Strategic Plan

The following are principles underlying the development of this plan and the rollout of KRSP's activities to achieve its strategic goals and objectives:

Openness and Commitment to Change

All members of the Kilkenny Recreation & Sports Partnership are committed to working as a cohesive team to ensure the success of the overall process.

Participation & Equality

The voice of the local community is heard and participation by all is encouraged.

Consensus & Mutual Respect

KRSP strives to reach decisions at all times by consensus, with mutual respect for the legitimacy and validity of all interests.

Sustainable Development

The policy, plans and actions of KRSP reflect the agenda for Sustainable Development with specific reference to national & EU objectives.

Value

KRSP aims to ensure that the performance of all participating organisations / groups will be enhanced as a result of working within the Partnership.

Focus on Social Inclusion

A focus on Social Inclusion underpins the plans and actions of the Partnership, with barriers such as poverty and exclusion taken in to consideration when formulating plans.

Professional Quality

Staff members strive to provide a high quality and professional service at all times.



How KRSPs Strategic Plan was Developed

Date	Action
December 2003	Grant of Local Sports Partnership status by ISC
July - September 2004	Appointment of Local Sports Coordinator and Board
March 2005	Planning Team Set Up
September 2005	Draft to Board
September 2005	Draft for Public Consultation
October 2005	Final Draft
November 2005	Launch

Strategic Areas

Building on the consultations and research that has been carried out, and work with the Board of KRSP, the following are the five major Strategic Areas identified as priorities for KRSP to focus on:

6. Participation - General
7. Participation - Specific groups
8. Facilities and Resources
9. Communication
10. Management and Partnership



Participation - General

This is a most important area that involves increasing participation levels within sport and recreation activities in Kilkenny. It focuses on implementing activities and programmes for lifelong benefits, as well as encouraging participants to take responsibility for their own long-term participation in an activity they enjoy. KRSP has based its approach to this goal on different age groups within the general population.

Participation - Specific Groups

Actions related to this strategic area are similar to participation above, except that these actions and programmes are aimed at specific communities or groups. These target groups have needs that KRSP feels can be better addressed and serviced through the provision of more focused programmes and activities.

Facilities and Resources

KRSP will work in conjunction with its partners to support increased usage and development of facilities and natural resources, using all of the information it has gained from the sports forum and other consultations. Human resources, whether staff or volunteers, are the most important factor to sustaining sports in Ireland, and KRSP will put supports and training in place to assist them in their role.

Communication

There are two facets to communication as a strategic area. The first is to ensure that KRSP is accessible and open for all of the existing, potential and new members of the community who wish to participate in activity, listening to their needs to improve options where possible. The second facet is to increase awareness of KRSP's vision and ensure that the details of its activities and programmes are well communicated.

Management and Partnerships

The final strategic area addresses the effective management of the partnership including planning, procedures, finance, staffing, programming, monitoring and evaluation. It includes the necessity to work in partnership with other agencies and groups to achieve common goals with maximum benefit, and also deals with the support that KRSP can offer to enable better management within sport.



Details of the strategic plan, which set out how KRSP intends to address each of the strategic areas, are outlined using a table broken down as follows:

Goals	The overall aims of the plan
Objectives	What KRSP sets out to achieve in relation to each goal
Actions	What KRSP will do or implement for each objective
Key Partners	The agencies responsible for the actions, including sourcing funding and resources (note that the Lead Agency is listed first in bold, with agencies that will support listed underneath)
Performance Indicators	Measures that will be used to demonstrate that an action has been completed
Targets	The level of success or achievement that is sought in relation to each action
Timeframe	When the actions will start and finish

Funding and Resources

KRSP receives its major funding from the Irish Sports Council, in two formats:

- Core funding - to cover all basic costs of running the LSP and preparation of its strategic plan
- Challenge Funding - when an LSP has completed its strategic plan it may also apply for Challenge funding for specific projects. A project may be funded based on its merits and how it fits in with the LSP's overall aims and strategic plan

The Local Authorities in Kilkenny have been very supportive of KRSP. They have given funding for the first two years towards specific participation programmes. KRSP hopes that it will be possible to continue this support as programmes are rolled out in line with this strategic plan.

Resources that have been provided to KRSP by the VEC have also been of great benefit. These include the use of a variety of venues to hold training seminars, workshops and courses.

GOAL 1: To increase participation in sport, recreation, and healthy activity across the population of Kilkenny

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
1.1 To foster a positive experience of sports and activity in Children	Highlight the need for recreation and fun activities, rather than competition, for children, through delivery of the Buntús programme in Primary Schools (Ages 4-12)	KRSP ISC Schools	Delivery of Buntús training to all schools	All Primary Schools by June 06	Sept 04 to June 06
	Coordinate Buntús Soccer Programme delivery to those schools that have completed the generic Buntús programme	FAI KRSP	Delivery of the 3 hour training	75% of all Primary Schools by Dec 07	Sept 05 to June 08
	Initiate a pilot of the Buntús Start Programme for Kilkenny (Ages 2 - 5)	KK County Childcare KRSP	Delivery of the pilot programme	5 Childcare Groups	June 08 to June 09
	Develop links between primary schools and clubs	KRSP Schools Sports and other relevant Clubs	Matching of School with local clubs	6 Schools matched with min 3 clubs each	Sept 07 to Dec 09
	Support Community Games in its role	KRSP Community Games	Action Plan with priorities available	Action Plan developed each year	Feb 07 to Aug 09
1.2 To establish programmes encouraging youth to engage in recreational activity	Negotiate with facilities and sports providers to provide special time slots / reduced rates for youth (e.g. student card discount)	KRSP Sports Forum Facility Providers	Number of discounts/ times offered in facilities	10 Facilities (5 per year)	Jan 08 to Dec 09
	Link with other agencies to ensure activities are offered in the summertime (e.g. youth summer camps, activities for visitors)	Ossory Youth Foróige KRSP School Completion Programme Scouting Ireland	Number of Summer Activities on Offer	3 Activities / Camps per year	July 07 to July 09
	Develop a programme of activity geared towards youth participation ("Active Youth"), targeted at teenage girls initially.	KRSP Ossory Youth Foróige Schools Forum HSE Local Authorities	Programme available	Programme developed	April 05 to Jan 06
	Select specific channels through which to promote and deliver the Active Youth programme (e.g. second level schools, youth clubs, parent groups)	KRSP Ossory Youth Foróige Schools Forum HSE Local Authorities	Committees set up for each channel	Min 4 per committee	Dec 05 to Jan 06



GOAL 1: To increase participation in sport, recreation, and healthy activity across the population of Kilkenny

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
	Roll out the programmes within each channel identified	KRSP Ossory Youth Foróige Schools Forum HSE Local Authorities	Delivery of programme to each channel	Programmes delivered to 75% of channels Booklet produced	Jan 06 to Sept 09
1.3	To promote the benefits of increased participation in sport and recreation amongst adults				
	Host seminars and workshops to promote a more active lifestyle for health	HSE KRSP Sports Forum	Number of seminars held	12 (3 per yr)	April 06 to Dec 09
	Assist in the development and promotion of non- traditional and minority sports and recreation (E.g. By organising 'Come and Try' Days or promoting cultural activities such as dance)	KRSP Clubs and Facilities Local Authorities	Open Day/ Exhibition held	4 (1 per yr)	July 07 to July 09
	Introduce Workplace programme booklet	KRSP HSE Adult Education Service	Programme booklet available	Booklet produced	Sept 07 to Dec 07
	Encourage workplaces to implement the programme	KRSP HSE Adult Education Service	Number of workplaces contacted	6 Workplaces contacted and 3 Implementing an exercise programme	Jan 08 to Dec 08
	Promote sport as an alternative to drugs, specifically during Drug Awareness Week	D.A. Week Committee Sports Forum	Number of participants in the sports part of D.A. Week	30 participants	Oct 06 to Oct 09
1.4	To develop programmes that promote the involvement of Women in Sport and Recreation				
	Establish a number of suitable options for Women to take part in healthy activity	KRSP IHf HSE	Number of new options	4 New Options (1 per Year)	Aug 06 to Dec 09
	Encourage the set up of Female teams/ sections within a variety of sports clubs	KRSP Local Clubs & Associations	Club with new female team	3 Clubs (1 per year)	Aug 07 to Dec 09
	Negotiate with facility managers/ owners for female-specific activities (e.g. Women's Hour in the Swimming Pool)	KRSP Facility Providers	New options from facilities	1 new female-specific option yearly	Aug 07 to Aug 09



GOAL 1: To increase participation in sport, recreation, and healthy activity across the population of Kilkenny

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
1.5 To enable Older Adults to participate in some physical recreational activity	Examine the current activities and programmes offered for Older Adults in Kilkenny, to identify gaps and potential target areas	HSE KRSP ARAs IHF ISC	Assessment report available	Assessment complete	Sept 05 to Jan 06
	Work with other agencies to increase opportunities for Older Adults to participate in leadership courses and activities through the Go For Life programme (e.g. Bowls)	HSE KRSP ARAs IHF ISC	Number of leaders completing course	20 new leaders to complete course	Oct 05 to Oct 06
	Negotiate with facilities and sports providers to provide special time slots / reduced rates and flexible payment methods for older adults.	KRSP Facility Providers	New options from facilities	1 new older adult option yearly	Sept 07 to Sept 09
	Support the development of the GP Exercise Referral Scheme in Kilkenny	HSE KRSP	Number taking up options in support plan	30% of those that completed their GP Scheme	Jan 08 to Dec 09
	Identify and support the implementation of an appropriate activity programme for those in Residential/Nursing Homes (e.g. "Activity in Care Training")	HSE KRSP WIT	Number of Nursing Homes implementing programme	Programme implemented in 5 Nursing homes	Mar 07 to Mar 08

GOAL 2: To increase participation amongst specific groups that would benefit from additional support and access to sport, recreation, and healthy activity

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
2.1 To establish programmes encouraging youth at risk to engage in recreational activity	Link with agencies working with youth at risk to develop an activity programme, using the most appropriate channels, to meet the specific needs of these groups / individuals	KRSP Comm. Youth Agencies An Garda Siochana Local Authorities	Committees set up for each channel	Min 4 per committee	Dec 05 to Dec 09
	Assist in the implementation of the programme on a gradual roll-out	Comm. Youth Agencies An Garda Siochana KRSP	Delivery of programme to each channel	60% of channels	Jan 06 to Dec 09
2.2 To promote the inclusion of people with disabilities in sports and recreation	Review Health Research Board data on people with disabilities in Kilkenny	KRSP Disability Orgs/Grps	Review results available	Review complete	March 06 to April 06



GOAL 2: To increase participation amongst specific groups that would benefit from additional support and access to sport, recreation, and healthy activity

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
	Consult with disability organisations & groups to assess what assistance can be provided for successful inclusion	KRSP Disability Orgs/Grps	Number of groups consulted with	3 disability groups consulted	April 06 to Aug 06
	Put in place a plan of actions to address issues raised through consultations	KRSP Disability Orgs/Grps	Action plan available	Action plan complete	June 06 to Oct 06
	Provide education / workshops to sports clubs and leaders on inclusion and coaching a person with a disability	Disability Orgs/Grps KRSP	Delivery of training workshops	Workshop delivered x 5	Sept 06 to Dec 07
2.3	To support organisations that work with disadvantaged communities to promote sport and recreation				
	Work with community groups and agencies to identify particular groups that would benefit from a sports and recreation programme	KRSP Comm. Groups & Agencies	Number of priority groups identified	5 groups	April 07 to Sept 07
	Provide advice and assistance in the delivery of sports programmes aimed at disadvantaged groups (e.g. Local Soccer league, Sports Day)	Comm. Groups & Agencies KRSP	Number of programmes advised on by KRSP	4 programmes	Sept 07 to April 09
			Leaders identified/ trained	5 Leaders trained by April 09	Sept 07 to April 09
2.4	To support the integration of Travellers into mainstream sport and recreation activities				
	Establish the sports and activities that local Travellers would like to take part in, and identify what assistance is needed to make it possible	KCAN Community Groups & Agencies KTCM KRSP HSE	Number of sites consulted with Action plan available	2 Halting Sites Action plan, programmes, pilot activities identified	March 08 to May 08
	Identify and train leaders - potentially from the Primary Health Care Project	As Above	Leaders identified/ trained	4 Leaders	June 08 to Sept 08
	Select a specific pilot project from those identified, and implement it	As Above	Number of sites participating	Participation from 2 Halting sites	Sept 08 to Dec 09



GOAL 2: To increase participation amongst specific groups that would benefit from additional support and access to sport, recreation, and healthy activity

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
2.5 To support the integration of ethnic minorities into mainstream sport and recreation activities	Through a survey, establish the sports and activities that ethnic minorities would like to take part in, and identify what assistance is needed to make it possible	KCAN ARAK Community Groups & Agencies KRSP Local Authorities Dept of Justice	Survey form return rate	50% return	Sept 05 to Jan 06
	Develop appropriate activities and sports, and leaders/outlets (e.g. clubs) for ethnic minority groups	KRSP Sports Forum ARAK KCAN Local Authorities Dept of Justice	Programme plan completed Number of leaders/clubs identified	Programme available 5 Sports Clubs on board	June 06 to Dec 07
	Host education workshops for club members on the values of integration	ARAK KRSP Sports Forum KCAN Local Authorities Dept of Justice	Number of workshops delivered	5 Workshops delivered by June 07	Sept 06 to June 07

GOAL 3: To maximise the availability of facilities and resources for sport and recreation within Kilkenny

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
3.1 To share relevant information for more coordination and planning of sport and recreation facilities & resources	Liase with relevant stakeholders to provide info and guidance based on needs identified during public consultations, and ongoing contact with sports clubs and organisations	Local Authorities KRSP Sports Forum	Meetings held	Meetings complete by July 06	Feb 06 to July 06
	Liase with relevant stakeholders to examine the outcomes of studies completed in relation to recreation and sport within the county (e.g. the Open Space & Recreation Study)	Local Authorities KRSP Relevant local groups	Report from examination of studies available	Report complete	June 06 to Dec 06
3.2 To support the development of new sport and recreation facilities emphasising a geographic spread	Support groups in their applications for Sports Capital funding, through workshops and individual assistance	KRSP DAST Local Authorities	Hosting of Sports Capital Grant Seminars	2 per year each Nov and Jan	Nov 06 to Dec 09



GOAL 3: To maximise the availability of facilities and resources for sport and recreation within Kilkenny

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
3.3 To encourage increased usage of existing sport and recreation facilities in the county	Link groups looking for facility space with underused facilities where possible, through a sports and recreation questionnaire	KRSP Sports Forum Relevant local groups	Questionnaire return rate	50% return	July 07 to Dec 09
	Develop relationships with others who own/ manage facilities to promote our programmes and initiatives and work together to achieve them	KRSP Facility Providers	Matching of groups requiring facilities Contact made with venues/ facilities	5 Groups Matched with under-utilised facilities	July 07 to Dec 09
	Forge one particular example of good partnership practice, such as assisting with a funding application, that can then be used as a model for others (e.g. School / Community link)	VEC KRSP Local Authorities School & Community Groups	Funding application	12 Contacts made (3 per year)	Jan 07 to Dec 09
			Attendance at development meetings	1 Application	Jan 06 to Jan 07
	Supporting the development of walking facilities in the region, (e.g. River Nore Walking Committee, local walks, Slí na Sláinte Routes)	BNS River Nore Walking Committee KRSP IHF HSE Local Authorities OPW	Known status of Slí na Sláinte routes	80% attended	Mar 05 to Dec 08
			Number of routes promoted	6 promoted (2 per year)	June 07 to Dec 09
Encourage existing clubs and sports to make their sport as accessible, open and welcoming as possible, to new members in particular (e.g. mentor programme)	Sports Forum KRSP	Availability of mentor programme	Programme complete	April 08 to Sept 08	
3.4 To support clubs and organisations to increase numbers of volunteers and staff	Host workshops in volunteer recruitment and retention	KRSP Vol. Ireland	Number of workshops held	4 held (2 per year)	May 08 to Dec 09
	Produce guidelines around volunteering (output from workshops)	KRSP Vol. Ireland Sports Forum Local Volunteers	Guidelines available	Guidelines complete	May 08 to June 08
	Target specific groups and encourage them to volunteer e.g. Youth, Parents, Older adults	KRSP	Volunteer message delivered	12 General presentations (3 per year)	Feb 06 ongoing



GOAL 3: To maximise the availability of facilities and resources for sport and recreation within Kilkenny

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
	Provide volunteer support through information accessible within KRSP office	KRSP	Information available	Office open year-round	Jan 06 ongoing
	Explore the option of a volunteer recognition award programme	Sports Forum KRSP	Decision available	Decis 60% Return rate by Jan 06	Sept 08 to Dec 09
3.5	To develop and provide training to ensure personnel have the necessary skills for their role in sport and recreation				
	Assess the training needs of sports and recreation groups within Kilkenny using a sports club survey	KRSP Sports Forum	Courses offered	Min one course offered per quarter Each cull	Aug 05 to Dec 09
	Coordinate training courses where possible, to suit the needs identified (e.g. Coaching, Code of Ethics, First Aid)	KRSP ISC NCTC NGBs Red Cross	Attendance at courses Satisfaction with courses	Min 50% satisfied score on feedback sheets	Oct 05 to Dec 09
	Host NCTC Lucozade Sport Workshops	KRSP NCTC Survey return rate	Attendance at workshop	Min 20 in attendance (1 per year)	Feb 06 to Dec 09

GOAL 4: To develop appropriate communication channels between KRSP and the wider community

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
4.1	To provide an open communication channel from the public to KRSP				
	Appoint a representative from existing forums (Sports, Schools, and Voluntary & Community) to KRSP's Board of Directors	KRSP 3 Forums	Forum reps selected	Min 3 reps in place	March 05 ongoing
	Ensure there is a regular reporting system in place between each forum and KRSP Board	KRSP 3 Forums	Frequency of reports	Monthly reports both ways	Jan 06 to Dec 09
	Provide a network through the Sports Forum where common issues and challenges (e.g. Insurance) can be discussed, and best practice and experience can be shared	KRSP Sports Forum	Sports Forum established Frequency of meetings	16 Sports represented 6 meetings per year	April 05 to Dec 09
	Research the possibility of developing a database of local contacts to link with KRSP	KRSP Community Groups	Decision available	Research and decision complete	Jan 08 to Dec 09



GOAL 4: To develop appropriate communication channels between KRSP and the wider community

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
4.2 To promote KRSP's vision, mission and related programmes to target groups	Complete a Marketing and Media plan for each year to promote the work of KRSP and its various events and objectives	Comms Committee KRSP Local Media	Plan available	Plan complete	Oct 05 to May 06
	Publicise and promote the good work and achievements in the community sports sector via the most appropriate media (e.g. Newsletter)	Comms Committee KRSP	Frequency of publication	Quarterly updates	Jan 06 to Dec 09
	Strengthen links with local media, including Waterford media	KRSP Comms Committee	Number of meetings with local media	1meeting per year with key local media	Feb 06 to Dec 09
4.3 To act as a source of information on sport and recreation opportunities and resources	Compile and maintain an up-to-date database of all sports, recreation and other relevant clubs in Kilkenny	KRSP Sports Forum	Database available with up-to-date records	Database in place by Sept 06 and updated monthly	June 06 to Dec 09
	Publish the database above for the public	KRSP	Published database	Publication covering 90% of sports organisations	July 08 to Sept 08
	Work in conjunction with local publications to publish/produce information (e.g. Summer Camp supplement, Calendar of Walks)	KRSP Comhairle Local Publications CIC	Published promotional material	1 supplement per year	May 06 to Dec 09
	Develop Website as an additional channel	KRSP Developer ISC	Website available	Site developed and launched	Jan 07 to Dec 07
	Establish an events database to highlight upcoming events	KRSP Outsource agency	Events section available on website	Event list developed and launched	Jan 07 to Dec 07

GOAL 5: To promote partnership and effective management in Sport and Recreation

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
5.1 To support sport and recreation clubs and organisations, including the adoption of models of best practice in club management	Provide information on models of best practice for sport and recreation organisations on Club Structures/Management	KRSP Sports Forum Comhairle Clubs of Ireland	Club module available	Module developed and delivered x 4	July 07 to Dec 09
	Offer training in best practice for Event Management	KRSP Sports Forum	Number of courses delivered	2 courses delivered by	Jan 08 to Dec 09



GOAL 5: To promote partnership and effective management in Sport and Recreation

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
	Coordinate courses that would add value and quality to clubs (e.g. Corporate governance, Insurance, Legal, HR, Financial Management)	KRSP Sports Forum ISC	Number of courses held	6 Courses held (2 per year)	Jan 07 to Dec 09
	Provide information to sports and recreation organisations and groups on funding opportunities	KRSP	Number of funding opportunities outlined	1 funding opportunity outlined in each quarterly update	Jan 06 to Dec 09
5.2	To ensure KRSP is managed in an effective, transparent way				
	Develop an Annual Operational Plan that is based on the strategic plan	KRSP	Plan available per the deadline	Plan complete by Nov each year	Nov 05 to Nov 09
	Establish a structure, roles and responsibilities for KRSP staff	KRSP	Job descriptions in place	Develop job descriptions for 2 Staff members	May 05 to Dec 05
	Establish appropriate committees and structures including roles and responsibilities for each committee formed	KRSP	Committee role descriptions in place	Develop role descriptions for all committees	March 06 to Dec 06
	Put in place an effective administration system (record keeping, procedures, databases, financial management)	KRSP	Response time	Queries responded to within 2 days	April 06 ongoing
	Set up a schedule of regular meetings, at the beginning of the year between staff and relevant committees	KRSP	Schedule available	Schedule completed	Jan 06 to Dec 09
	Fulfil all reports and documents to be sent in to the ISC	KRSP	Completion of reports	Quarterly reports	Jan 05 to Dec 09
	Evaluate progress on a regular basis	KRSP	Completion of review	Review Annual Operational Plan monthly	
			Completion of review	Review Strategic plan yearly	Jan 06 to Dec 09
	Provide training for staff, executive and board members as required	KRSP ISC	Number of sessions attended	4 sessions per year	Jan 06 to Dec 09



GOAL 5: To promote partnership and effective management in Sport and Recreation

Objectives	Actions	Key Partners	Performance Indicators	Targets	Timeframe
5.3 To strengthen partnerships and secure the active involvement of partners in KRSP activity	Proactively link with partners and agree a set of distinct objectives and responsibilities for each in relation to the projects they work on	KRSP	Number of projects	Partnerships working on 5 different projects per year	Jan 06 to Dec 09
	Secure funding so that activities can be carried out	KRSP ISC	Funding from ISC secured	Yearly grant from ISC	Feb 06 to Feb 09





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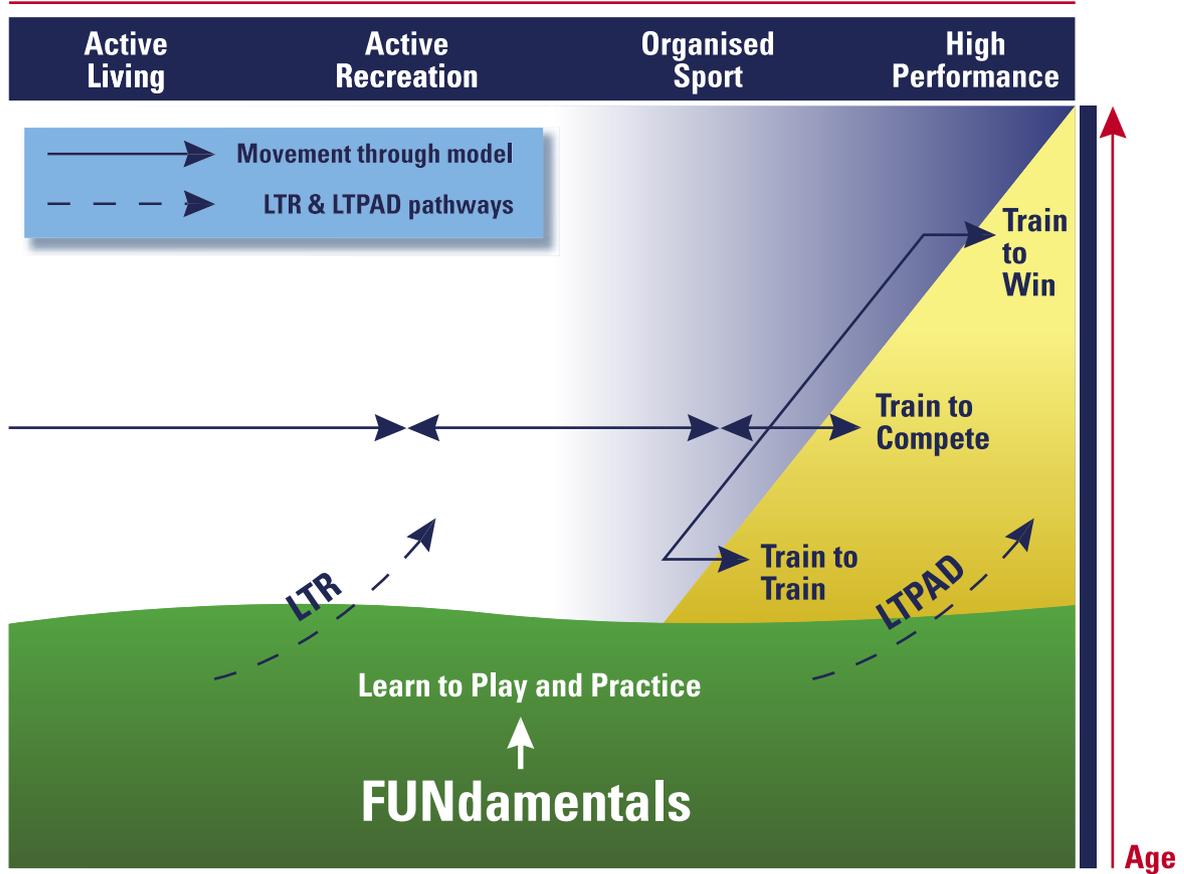


7. Appendices

Appendix 1 - LISPA Model

LISPA Model
Lifelong Involvement in Sport and Physical Activity

Opportunities



LTPAD : Long Term Player Athlete Development Pathway

LTR: Long Term Recreation Pathway



Appendix 2 - Community and Voluntary Groups involved in the initial Consultation process in 2002

Ossory Youth Leaders
 Newpark Close Community
 Loughboy Community
 Hebron Park Community
 O'Loughlan Court Community
 The Butts Community
 Disability Interest Groups
 Traveller Women's Group
 Traveller Men
 ICA
 Urlingford Community
 Clogh Community Group
 Bennetsbridge Community
 Piltown Community
 Young Mothers Group
 Callan Community
 Primary and Secondary Schools in County Kilkenny



Appendix 3 - Sports Clubs in Kilkenny (currently on KRSP's database):

SPORT/ACTIVITY	No.	SPORT/ACTIVITY	No.
Archery	1	Kickboxing	2
Athletics	10	Ladies Football	2
Badminton	9	Martial Arts	1
Basketball	13	Mountaineering	1
Boxing	5	Pitch and Putt	1
Camogie	27	Racquetball	1
Canoeing	2	Rowing	3
Course Fishing	1	Rugby	3
Community Games	17	Rugby League	1
Cricket	1	Snooker	1
GAA (Hurling and Football)	39	Soccer District League	25
Golf	7	Soccer Schoolboys	15
Gymnastics	1	Special Olympics	5
Handball	12	Sub Aqua Diving	1
Hockey	1	Swimming	1
Horse Riding	5	Tae Kwon Do	1
Inline Hockey	1	Tennis	2
Judo	2	Trout Fishing	1
Jiu Jitsu	1	Volleyball	3





Kilkenny Recreation & Sports Partnership is committed to promoting healthy living and personal development through recreational and sporting activity within all age groups, and throughout the whole community of Kilkenny City and County.

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Kilkenny Recreation and Sports Partnership