Roscommon Sports Partnership Strategic Plan
Discussion Document

Roscommon Sports Partnership is part of a national structure to co-ordinate and promote the development of sport and physical activity at a local level.

Our Partnership is overseen by a volunteer board of representatives from agencies, communities and sports as well as a staff of sports and physical activity specialists. Both the Board and the staff operate to a strategic plan.

A strategic plan review and a consultation process was completed to prepare for our 2022 to 2027 strategic plan. This discussion document provides an opportunity to comment on this draft strategic plan.

Strategic Context

The vision, policy and strategy for sports and physical activity in Ireland is outlined in our National Sports Policy 2018 – 2027, the Sport Ireland Statement, Healthy Ireland and the National Physical Activity Plan.

The actions and responsibilities of Local Sports Partnerships have been further refined in the Participation Plan 2021 – 2024.

- Active People, Active Places and Active Partners.

At county level we are guided by the Roscommon County Development Plan vision of a "positive and sustainable approach to developing the county economically, socially and culturally for the benefit of current and future generations."

County Context

With a land area of 2,548 km2 and a population of 64,544 (Census 2016), County Roscommon is 11th largest Irish county by area and 27th most populous.

Our population density is 25.33 persons (National average of 70 persons per kilometre), and a significant percentage of our community live in a rural area (73%).

Bounded by seven counties, Roscommon is significantly demarcated by the natural landscape. To the east the River Shannon and Lough Ree form our boundary while Lough Key, Lough Arrow, Lough Gara the Boyle and Lung rivers demarcate our northern boundary and the River Suck forms a significant part of our western and southern boundary.

Strategic Plan 2015–2020 Review & Local Sports Partnership Insights Report

A 2021 review of the Roscommon Sports Partnership (RSP) Strategic Plan identified the following key issues:

- The RSP is a high-performance team, it 'walks the talk'. The LSP is a 'player-manager' with a leadership role in the sustainable development of sports and physical activity and a focused role of fostering sports participation and supports for mainstream clubs/organisations.
- The Partnership is strong on operational delivery, but weaker on strategic leadership in particular bringing key players together to develop strategic responses.
- The recession created a challenge responded to via RSP high-quality, sustainable products, to maximise sports participation by building the capacity of its partners.
- The Partnership had a high level of quality control, with a 'close ear to the ground' for programme demand and opportunities while still having a strategic awareness.
- The Partnership was identified as action-led and product-driven value-for-money.
- More discussion and action was required to progress sports diversity in the county.

This review acknowledged that the RSP should continue in the same direction with additional strategic roles in:

- mass participation in walking, cycling etc. and the use of natural amenities for this purpose;
- the coordination of sports organisations engaging with schools and addressing issues to do with childhood obesity;
- further engagement in marginalised communities;
- the additional use of forums for specialised areas such as schools participation and the use of the outdoors.

The Local Sports Partnership Insights Report in 2020 was developed as "an important reference for LSPs in the preparation of their operational plans."

This Report noted that the ultimate outcome of the RSP actions is to create change such as:

- More people included and including themselves as participants.
- More places and more types of activities to take part in.
- More organisations and more people delivering opportunities.

This report indicates the need for initiatives for individual, recreational and minority sports as well as the more established mainstream team sports

Strategic Vision, Mission and Principles

This strategic review, consultation process, national policy and local planning shaped our strategic approach.

Our Vision: Everyone enjoying lifelong diverse opportunities.

Our Mission: lead a diverse and inclusive culture for sport and physical activity in County Roscommon.

Our Principles:

Everyone at every life stage: regardless of their resources or life course stage.

Reflects government sport and physical activity policies.

Inclusive and collaborative: in how we work, with communities, target groups and providers to reduce barriers and increase sustainable solutions.

Continuity and innovation: established and new sports and physical activities, innovative programmes.

Values and evidence: guided by ethical and fair values, our local knowledge, and the evidence of research and data.

Openness: to new partners, listen and respond, transparent and accountable.

On the ground

RSP recognise that effective sports and physical opportunities involve:

- **People**: the volunteers and employed that administer or deliver the sport and physical activity experience. We will support these people, promote the opportunities that they create and introduce them to new ways of working.

- **Places**: RSP will support others in developing and operating pitches, tracks, halls, pools, parks, hills, lakes or forests so that they are available, visible and relevant to participants.

- **Programmes**: different people seek different sports and physical activities. Diverse sport and physical activity programmes make more participation more likely. RSP will work with others for new sport and physical activity programmes and maintaining or expanding existing ones.

Strategic Pillars

Pillar One Partnerships and Collaboration: RSP is part of a network of organisations and individuals that form alliances, partnerships and groups so that we share our knowledge, experience and resources. RSP collaborates, coordinates, supports, leads and sometimes directly delivers the sport and physical activity actions that support the quality of life of our community.

Pillar Two Diversity and Opportunities: RSP will ensure that there is a diverse range of sport and physical activity opportunities to match our community's needs. Sports for all regardless of age, ethnicity, ability, socio economic status, sexual orientation, lifecycle stage, gender or religious beliefs.

Pilar Three Awareness: RSP and our partners promote the value of sport and physical activity in supporting our health, giving a sense of purpose and belonging, and enjoyment. RSP has a responsibility to share this awareness and highlight the opportunities to participate in these activities.

Pillar 4 Governance and Oversight: RSP is accountable and will lead by example in the areas of governance and oversight of its operations. At a practical level this means being accountable for what we do, how we allocate our resources and how we generate best value from these resources. As part of our network this means targeting excellence in how we administer, promote and provide sport and physical activity experiences for our volunteers and participants.

Action Plan Pillar 1

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The outputs from this process are:

- **More sport and physical activity diversity in County Roscommon.**
- **An increased range and number of participation opportunities.**
- **Increased quality of life as more people find, enjoy and benefit from their sport or physical activity.**
- **Increased number of solutions, competence, and confidence within RSP**

No	Objectives	RSLP Will	Performance Indicator
1.1	Increasing the reach into and participation in sports and physical activities amongst low participant groups.	Identify and respond to the sports and physical needs of the priority low participation groups of people in our community.	Twice yearly activity programme timetable with 50% low participant programme initiatives. A two year 'Other Sports' review, recommendations and action plan.
1.2	Increase the sport and physical activity opportunities and participation rates amongst people with a disability.	Continue to develop, partner and support a range of sport and physical activity participation opportunities for individuals with a disability. Grow the readiness and competence of clubs and volunteers to self-sustain inclusive programming at their venues for all of their community.	Annual Sports Inclusion Disability Officer Plan and programmes. Annual Sports Inclusion Disability Officer review findings.
1.3	Monitor and refine our sport and physical activity programme.	Evaluate our existing programme annually.	Refine our programme evaluation criteria and process. Annual evaluation reports including key criteria scoring and recommendations for each of our programmes.

An 'Other Sports' review is a benchmarking exercise that considers the range of sports and physical activities being delivered in other counties and their suitability for our needs and circumstances in County Roscommon. This sports list review will also explore provision in two countries outside of Ireland.

Action Plan Pillar 1 Continued

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No	Objectives	RSLP Will	Performance Indicator
1.4	Manage our sport and physical activity programme.	Continue to offer a diverse programme of activities that is appropriate for our community.	Twice yearly activity programme timetable.
1.5	Signature sport and physical activity event.	With our partners host an annual signature event that raises the profile of sport and physical activity, provides a future focus and creates a celebration point for participants.	Annual signature event Circa 300 participants with a 50% growth over the lifetime of the plan.
1.6	Community focused activities.	Identify specific community locations to increase local participation. Collaborate grow community based participation programmes. Prompt and support an increase in local readiness to sustain a community's sport and physical activity opportunities.	Community sport hub development Support three active community locations over the lifetime of the Plan. Two year review of actions and progress on this objective.
1.7	Develop our sport and physical activity programme.	Identify and support the development of one new pilot programme at least every two years.	Two pilot sport initiatives over the lifetime of this strategy.
1.8	Advocate for and support the development of indoor and outdoor sport and physical activity facilities and infrastructure.	Pursue the development of infrastructure to increase participation levels. Assist clubs and communities in their efforts to develop local sports/physical activity infrastructure. Bring other local partners on board and develop multi agency co-operation	Identify infrastructure and facilities gaps. response plan for one community / group at two locations in year one. Evaluation of the application of the response plan, end of year three.

Action Plan Pillar 2

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The outputs and outcomes from this process are:

- *Effective collaboration methods and activities with others.*
- *Reduced duplication of effort, increased efficiency, increased network competence and a better return from our collective approach.*
- *A nuanced and targeted range of sport and physical activity actions and opportunities.*
- *Improved positioning and options for RSP when responding to the participation needs of our community.*

No	Objectives	RSLP Will	Performance Indicator
2.1	Monitor and update RSP's strategic role at national, regional and local levels.	Profile of RSPs responsibilities and areas of influence as defined in policy and strategies.	Policy and strategy responsibility table. Annual brief review of RSPs strategic responsibility actions and outcomes.
2.2	Growing the capacity of Volunteers, Coaches and Leaders.	Support NGB coaching training through support grants which prioritise new sports. Promote sport provider administration/governance training. Support local sport and physical activity leadership and coaching through bespoke training courses.	Annual coaching support call to action and supporting training grants, increased allocated funding by 20% in year five. Annual administration / governance call to action and support resources. Four club/ organisation participating annually by year five. Annual targeted training course where appropriate. One course per annum by year two.
2.3	Collaborate with local agencies in the provision of sports and physical activities.	Clarify the potential sport and physical activity role of each agency. Pursue an appropriate engagement agenda with each agency.	Agency relationship evaluation and outline action plan. Annual relationship/engagement evaluation process.
2.4	Strengthening our engagement with Roscommon County Council.	Continue to work closely with Roscommon County Council. Agree on the areas of involvement of the RSP with the County Council. Support the development and realisation of a Sports and Facilities Plan for County Roscommon.	County Council relationship evaluation and outline action plan. Annual relationship/engagement evaluation process.

Including: National Sports Policy, National Physical Activity Plan, Sport Ireland Strategy and Policies, Local Sports Plans, Department of Education Wellbeing Framework, Regional Development Plans, County Development Plans, Local Economic Communi-

Action Plan Pillar 2 Continued

No	Objectives	RSLP Will	Performance Indicator
2.5	Supporting the participation agenda with sports clubs and community organisations.	Identify our engagement support criteria for sports clubs and community organisations. Agree on our partnership roles with specific sports clubs.	Sports Club relationship evaluation and outline action plan. Practical engagement with three clubs pa. Annual relationship/engagement evaluation.
2.6	RSP as a networking agent for sports and physical activities in the County.	Continue to provide informal connections between individuals and organisations. Support formal networking events for sport and physical activity organisations. Continue to engage with NGB Sports Development Officers.	Monitoring and logging the types and numbers of RSP informal networking actions annually. Annual key topic/speaker sport and physical activity networking event. Annual Sports Development Officer networking event.
2.7	Engaging with under-represented sports.	Identify the relevant sports and their NGBs with low levels of local provision. Engage with NGBs to target increased local provision.	Undertake one priority sport/NGB development process and action plan every two years. Annual relationship / engagement evaluation process.
2.8	Provide new sport opportunities for diverse participation. *Co objective with low participant groups.*	Collaborate with community, agency and club partners to realise new sports for low participation and target groups. Identify the development process for new sports and capacity build the lead partner.	Annual sport and physical activity gap-analysis via partner consultation. New sport roll-out place (two year cycle). Six month and one year analysis of approach.
2.9	Increased use of outdoor recreation infrastructure.	Identify effective outdoor recreation benchmark locations and their success factors. Identify outdoor recreation locations with low use. Targeted approach to increasing participation/usage of outdoor recreation amenities.	Two benchmark outdoor recreation location profiles. Profile table of outdoor recreation locations in the county. Targeted development of amenities. One amenity every two years.

Action Plan Pillar 3

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The outputs and outcomes from this process are:

- **A range of communication channels and information regarding sport and physical activity in the county.**
- **Efficient access to and from our partners and participants regarding our needs and actions.**
- **Focused, timely and more visible awareness of the opportunities for participation.**
- **Increasing visibility of the local culture of sport and physical activity.**

No	Objectives	RSLP Will	Performance Indicator
3.1	Learning from the COVID 19 pandemic.	Identify impact of COVID 19 on the perceptions and participation in sport and physical activity in County Roscommon.	Review and recommendations arising from our COVID 19 response. Completed by the third quarter of 2022.
3.2	Established communication priorities	Identify and deliver our communications responsibilities for: • Existing participants. • Target new participants. • Our partners. • Our strategic Partners.	Consultation with our partners and participants regarding their communications needs. Communications and priorities table. End of year communications plan review.
3.3	Defined communications actions	Develop and deliver an annual communications plan. Pursue weekly communications targets.	End of year communications plan and targets review.

Action Plan Pillar 3 Continued

No	Objectives	RSLP Will	Performance Indicator
3.4	Effective communication channels	Continue to develop and use an appropriate range of traditional and online communications channels. Continue to engage with other organisations for shared approaches towards the hard to reach.	Annually updated online user metrics evaluation table and base line indicators for 2022. A 20% increase across metrics over the lifetime of this plan.
3.5	An effective repository of local sport and physical activity information and data,	Monitor and note national and local information and data regarding sports participation. Manage a publicly available database of sport and physical activity partners, providers and participants. Highlight the activities and the opportunities for sport and physical activity being delivered by organisations and communities. Adhere to GDPR requirements.	Ongoing distribution of relevant national and local sports participation data. Annual updating of RSP database. 'Sport Places' profiles in the RSP website. Annual review of GDPR adherence.
3.6	Examples and evidence of sport and physical activity in County Roscommon.	Continue to identify the key participation data arising from our actions. Identify and consolidate data relating to sport and physical activity actions of our partners. Gather examples of our participation actions and learnings.	Volume of Single Item Measure responses. 30% increase over the lifetime of this Plan. Two case studies per annum one each on the RSP and our Partner / collaboration activities.
3.7	Maintain awareness and responsiveness to low participation groups.	Monitor low participation group categories in the community. Partner with others to generate and realise an appropriate response / activity programme.	Identified priority target participation group/s (two-year cycle). Identified partners and plan. Identify priority facility and infrastructure gaps,

Action Plan Pillar 4

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The outputs and outcomes from this process are:

- **An example of good governance and ongoing competence within RSP to assist other organisation good practice.**
- **A series of financial and operational reports that illustrate how we operate as staff, Board and organisation.**
- **Confidence in the credibility and value of the sport and physical activity sector.**
- **Clarity within RSP regarding our operations and our value.**

No	Objectives	RSLP Will	Performance Indicator
4.1	Effective RSP structures and procedures.	Continue to operate via an effective organisation structure and operating procedures.	Yearly report of organisation management and control structures. Yearly review and updates of standard operating procedures. Yearly review of RSP's compliance with the Governance Code for Sport.
4.2	Secure resources for sport and physical activity.	Identify and pursue grant and other funding opportunities which are consistent with our vision and mission. Encourage and support others to pursue funding opportunities which will enable them to deliver their objectives.	15% increase in annual funding secured by RSP by 2027. Annual funding information event.
4.3	Optimum use of RSP resources.	Continue to monitor the effective allocation of its resources. Appropriately and transparently manage its financial responsibilities	Twice yearly financial reports. Annual Audited Accounts, Revenue Returns and other Financial Reporting Obligations.

Action Plan Pillar 4 Continued

No	Objectives	RSLP Will	Performance Indicator
4.4	Transparent operations.	Continue to account with others regarding our operations.	Annual RSP programme review. Annual partner organisation update.
4.5	Staff and Board Development.	Support our staff to reach their potential within the RSP. Support the Board members in their roles and responsibilities. Maintain an appropriate level of expertise on the Board.	Annual staff review Annual staff Continuing Professional Development (CPD) programme. Staff strategy meetings twice yearly. Annual RSP Board expertise and training needs analysis and CPD resources.

Comments and observations on this strategy should be addressed to info@rosactive.org