

## **Disclaimer\*\***

This is a final draft for inclusion on the Agenda of the full meeting of Council April 2024. Some items outstanding which will be completed are;

- Welcome Address from DCC CEO Mr. Richard Shakespeare
- Welcome from Lord Mayor
- Case Studies for inclusion throughout the document.

\*\*The report will also be made available in Irish.

# **Dublin City: More Active, More Often** ***Dublin City Council Sports Plan*** **2024-2029**

# **Baile Átha Cliath: Níos Gníomhaí,** **Níos Minice *Plean Spóirt Comhairle*** ***Cathrach Bhaile Átha Cliath*** **2024-2029**

April 2024



Comhairle Cathrach  
Bhaile Átha Cliath  
Dublin City Council

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# Introduction

Introduction inserted for Lord Mayor and Chief Executive – To be Supplied



# Context

Sport and physical activity are central to creating cities where people can live healthy, fulfilling, and productive lives. A more physically active population positively impacts on the quality-of-life residents, reduces pressure on public health systems and is a key contributor to good mental health and wellbeing of a population. Increasing one's level of physical activity has been shown to have significant benefits in terms of productivity and educational attainment while also leading to lower levels of anti-social behaviour. ***A city that promotes, facilitates, and supports sport and physical activity is a city that is vibrant, thriving, healthier, more resilient and a great place to live.***

Dublin City Council ('DCC') is the local authority responsible for the city of Dublin and is the largest local authority in the country with over half a million people (and growing). Dublin City Council Sport & Recreation Services ('DCC Sports & Recreation') is the division within DCC, responsible for sports and recreation services and keeping Dublin communities fit, healthy and active.

DCC Sports & Recreation manages and operates 31 sport centres, and outdoor recreation spaces employing over 300 people providing an extensive range of organised and informal sports and physical activity participation opportunities for all residents and visitors to Dublin city. Currently, there is no active sports plan or strategy in Dublin City Council.

DCC provides opportunities for participation through the work of the Dublin City Sport & Wellbeing Partnership ('DCSWP'). The DCSWP seeks to provide opportunities for citizens across all communities to participate in sport and physical activity regardless of age, ability, or background. The STRIDE plan - Strategic Partnerships, Teachings, Refreshing, Investing, Defining, Encouraging - enables and inspires all people in Dublin City to participate and engage in sport and physical activity to improve their general health and wellbeing.

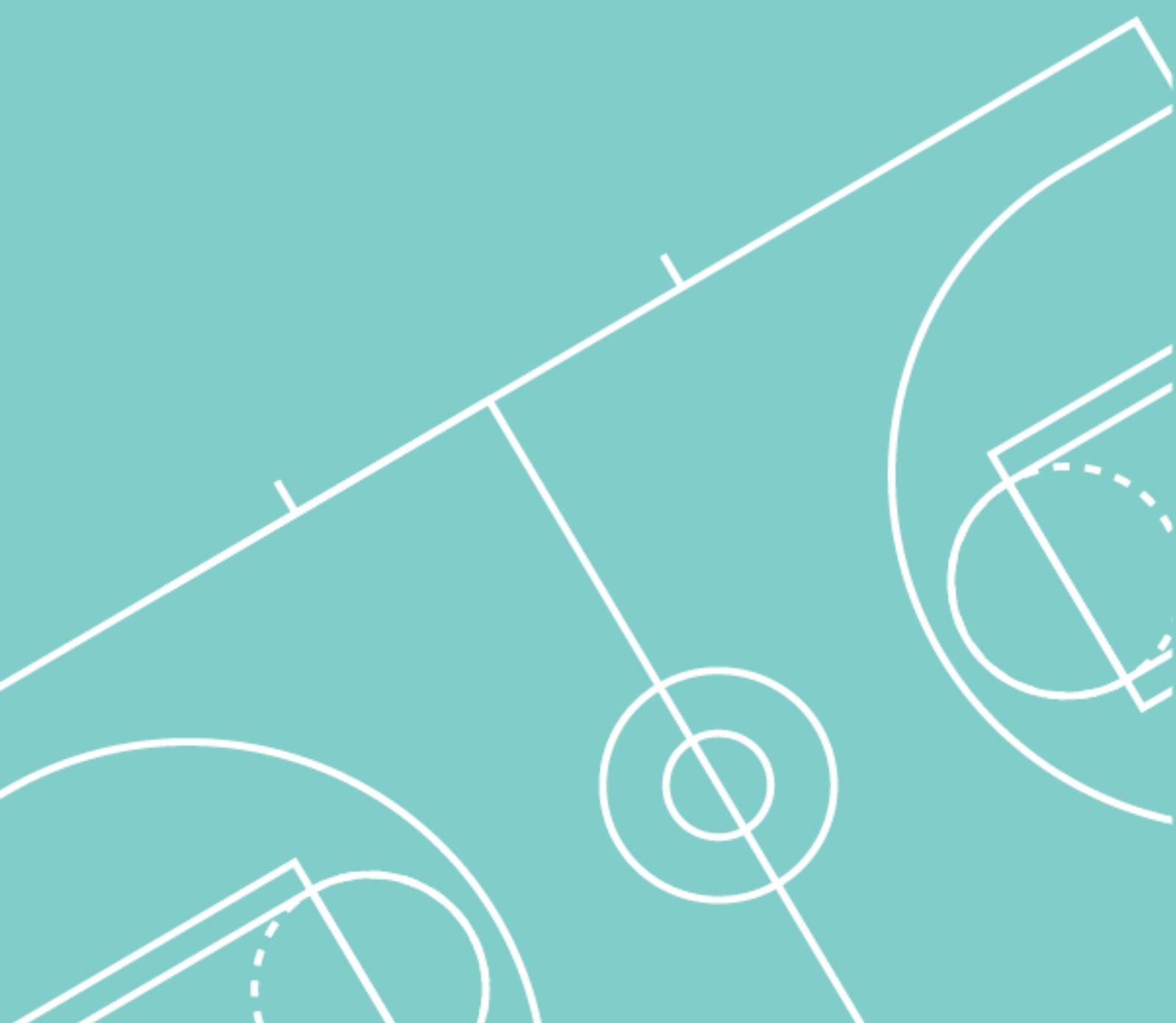
The new DCC Sports Plan 2024-2029 sets out an ambition to build on these foundations and make Dublin one of the most active cities in the world, harnessing the power of sport and physical activity to enhance the lives of the residents of Dublin city.

There is a considerable body of research which shows that current levels of exercise and physical activity across Ireland are well below national policy guideline levels. The number of people meeting the daily target of 60 minutes per day across the week is well below national targets. This is even more acute for certain groupings including children (up to 18 years of age), disabled people, those living in deprived areas, women and girls, and older adults.

The primary focus of the DCC Sports Plan will be to increase the levels of physical activity of Dublin city's population. The plan is centred on the vision of ***Dublin City: More Active, More Often*** and sets out an ambition to make Dublin City one of the most active cities in the world.



# Executive Summary

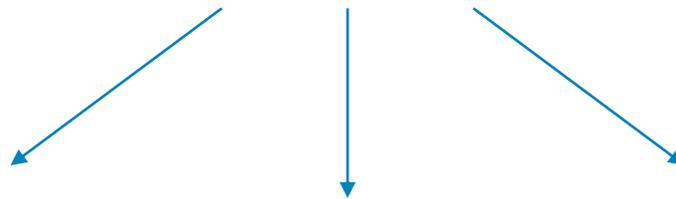


# Dublin City

## More Active. More Often.

**Our vision** is for Dublin City to be one of the most active cities in the world.

**Our mission** is to provide world-class municipal facilities and programmes in Dublin City that empower all people to lead more active, healthy and fulfilling lives.



### Pillar 1: Infrastructure

Providing quality facilities and spaces to enable more people to be more active, more often.



### Pillar 2: Programming

Delivering a portfolio of diverse programmes (and initiatives) that increase levels of activity across Dublin city.



### Pillar 3: Organisation

Developing a fit for purpose organisation structure (and model) to support sport and physical recreation activity in Dublin.



# Pillar 1 Infrastructure

Providing quality facilities and spaces to enable more people to be more active, more often.

## What will we do?

<b>01</b>	<b>DCC Sports &amp; Recreation Facilities</b>	We will continue to provide high quality sports facilities to ensure Dublin is well served with accessible, local <i>on your doorstep</i> sports facilities across the city
<b>02</b>	<b>Green / Open Spaces</b>	We will collaborate to maximise the level of sporting and physical activity in our green areas and open spaces.
<b>03</b>	<b>Pitches</b>	We will collaborate in a city-wide audit of pitches, looking at capacity, strategic planning, management and developing strategic approaches with public institutions.
<b>04</b>	<b>Waterways</b>	We will increase the usage of our waterways to support sporting and recreational activity.
<b>05</b>	<b>Forward Planning</b>	We will work with forward planning to identify and maximise spaces and places for physical activities as part of strategic development and housing zones.
<b>06</b>	<b>Environmental Sustainability &amp; Energy Management</b>	We will be economically and environmentally responsible in the regeneration, rationalisation, and investment in DCC Sports & Leisure facilities.



## Pillar 2 Programming

Delivering a portfolio of diverse programmes (and initiatives) that increase levels of activity across Dublin city.

### What will we do?

<b>01</b>	<b>Active Dublin</b>	We will secure Active City status for Dublin and adopt 'Active' as the core theme of all programmes and initiatives.
<b>02</b>	<b>Target Groups</b>	We will proactively target specific demographics to increase levels of participation and increase opportunities to access physical activity in Dublin City.
<b>03</b>	<b>Partnerships</b>	We will collaborate and engage with new and existing partners (internal and external) to deliver on core objectives.
<b>04</b>	<b>Data &amp; Insight Led</b>	We will conduct tailored research and develop programmes and initiatives based on solid data and insight.
<b>05</b>	<b>Marketing &amp; Communications</b>	We will develop focused marketing and communication campaigns to make Dublin City more active more active.



## Pillar 3 Organisation

Developing a fit for purpose organisation structure (and model) to support sport and physical recreation activity in Dublin.

### What will we do?

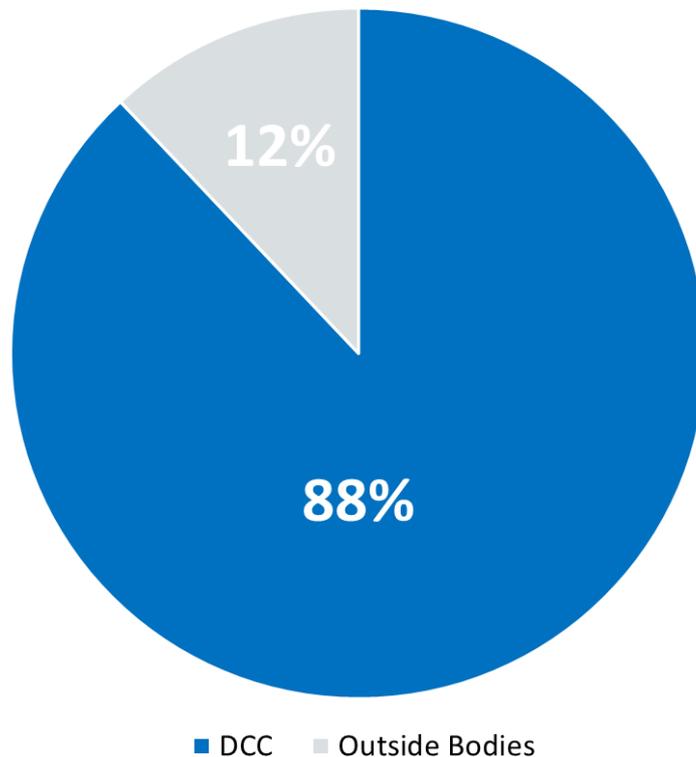
<b>01</b>	<b>Organisation structure</b>	We will reorganise the structure of the DCC Sports & Recreation Services Division to align with the Sports Plan and ensure there is a clear focus on the key priority areas.
<b>02</b>	<b>Cross functional working</b>	We will coordinate and work collaboratively with other DCC departments, divisions, and offices as well as external partners, to enable delivery of the outcomes and targets within the Sports Plan.
<b>03</b>	<b>Strategic oversight</b>	We will create strategic oversight structures, processes, and reporting models to ensure we continually monitor and evaluate progress on delivery of the Sports Plan.
<b>04</b>	<b>Operating model</b>	We will examine our operating model to maximise return on public funding investment whilst ensuring flexibility, agility, and efficiency in the delivery of the Sports Plan.

# DCC Sports & Recreation Annual Revenue Budget

An annual revenue budget allocation for Sports & Recreation of €20 million is provided to ensure the continued provision of services to communities through our 30 facilities and in the implementation of our Sports Development Officer programmes and initiatives. This budget ensures that our services / facilities are available to our customers at affordable rates and allows us to increase the number of visitors to the facilities year-on-year by expanding our range of classes and programmes. It ensures that these services are well-managed and are provided within a safe and user-friendly environment.

While the significant majority of the budget is allocated directly by DCC, additional grant funding is also allocated from a number of outside bodies including Sports Ireland, HSE, CDYSB, Pobal & CDET. The below graphic illustrates DCC and the relevant outside bodies' allocation to the annual revenue budget for Sports & Recreation:

Breakdown of Allocation to Sports & Recreation Annual Revenue Budget



## DCC Capital Programme 2024 - 2026

The DCC Capital Programme 2024 - 2026 sets out the strategic programme of capital expenditure by Dublin City Council for the three-year period from 2024 to 2026. There is an ambitious schedule of work being targeted by DCC over the coming three years, and some of the headline figures are highlighted below:





**€9m\***  
**All-Weather  
Pitches**

**€9 million** for the **provision of new** and the **upgrade of existing all-weather pitches** within Dublin City (\*Includes €1 million for the resurfacing of Irishtown Stadium's track)



**€1 million** will be set aside to assist with the **implementation of the DCC Sports Plan 2024 – 2029** (\*This figure extends past the current 3-year Capital Programme)

**€1m\***  
**Sports Plan  
Implementation**

# Purpose, Vision, Mission & Values


# Purpose, Vision, Mission

**The Purpose, Vision & Mission will act as a foundational cornerstone, articulating the direction of travel and building a truly exciting future for Dublin City residents.**

1. Establishing the Sports Plan Purpose, Vision and Mission enables clarity of focus and ensures the targets, planned outcomes, and ambitions are transparent to all involved.
2. These statements will align DCC and key stakeholders, and motivate all, driving the positive behaviours needed to deliver on the ambitious goals.
3. They will support everyone in ensuring the *'more active, more often'* theme is activated and drives action throughout the council, and externally with DCC partners.

## Purpose

Our purpose statement sets out the enduring reason this strategy exists. It articulates why we do what we do, and who we do it for. At Dublin City Council Sports & Recreation, our purpose is to facilitate and encourage the people of Dublin to become **more active, more often**.

*Purposefully inclusive of residents, commuters, travellers and all individuals irrespective of demographic*

**“Dublin City: More Active, More Often”.**

*We want Dublin to be one of the most active cities in Europe.*

*We want those who are inactive to become active. Those who are active to sustain and increase their activity levels*

## Vision

The vision of this strategy is for Dublin to become one of the most active cities in the world. An active city is one that prioritises physical activity for all so that it becomes a social norm, that is built into people's home, work and community lives and also seeks to increase the number of active spaces throughout the city providing equal access and opportunity for all to take part. We want the inactive in our city to become active, the moderately active to become more active and the very active to remain very active. We will have the infrastructure and programming in place to facilitate all levels and a wide breadth of activity. We must harness the endless opportunities that this city offers, to give our people – of all demographics - the opportunity to be physically active.

*A more Active Dublin is a core commitment by DCC in this strategy.*

**“For Dublin City to be one of the most active in the world”.**

*Word has many meanings:*

- Active people
- Active parks
- Active waterways
- Active schools
- Active spaces
- Active clubs
- Active communities
- Etc....

*Ambitious world class inspirations and targets*

## Mission

The mission is to provide facilities and programmes at a world-class municipal standard enabling all people in Dublin City to lead more healthy, active, and fulfilling lives. Our mission is to ensure the well-being of all those who reside in and visit Dublin City. This will be achieved through world-class municipal infrastructure and programmes made available to facilitate active lives whether that be through sport, play, travel, or leisure.

*Details ambition for all services & infrastructure to be of the highest quality for the benefit of the community*

*Highlights the full offering, and importance of both*

**“To provide world class municipal facilities and programmes in Dublin City that empower all people to lead more active, healthy and fulfilling lives. “**

*Shows Positive encouragement*

*Reiterates the purpose, objectives and benefits of the strategy.*



# Purpose, Vision, Mission Summary

## Purpose

***Dublin City: More Active, More Often***

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## Vision

For Dublin City to be one of the most active in the world.

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## Mission

To provide world class municipal facilities and programmes in Dublin City that empower all people to lead more active, healthy, and fulfilling lives.

# Values

Our values act as a guide for how we behave. They remind us of what matters, and what we will hold true as we work to implement our strategic objectives. They motivate us, driving the necessary positive behaviours as the Dublin City Sports Plan is delivered.

## We work in partnership.

Both internally with other colleagues, departments, divisions, and offices as well as externally with partner organisation



## We are innovative.

We think 'outside the box' to deliver on our vision and objectives.



## We are inclusive.

We focus on those who need it most, taking a targeted approach to identify groups who aren't active and remove their barriers to physical activity.



## We are community and user focused.

Our strategy, facilities, policy, and programmes are for everyone. We continuously engage with the community to ensure we are meeting the public's needs.



## We champion sustainability.

We work to ensure our facilities and programmes are available to all in Dublin City for years to come, that our services and support is sustainable over time, economically and in an environmentally responsible way.



# A Collaborative Approach

This strategy emphasises and encourages a *collaborative approach* when it comes to sports and physical activity in Dublin City. The Sports Plan exists alongside everything Dublin City Council aims to develop and achieve in the period of 2024-2029. Collaboration between all council departments divisions, and offices will be key to the successful implementation of the Sports Plan, ensuring the full breadth of opportunities, capabilities and innovation is considered together as one Dublin City Council team.





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# High-Level Themes & Design Principles



# High-Level Theme Analysis

A number of key themes emerged from the stakeholder engagement process and are instrumental in the development of the strategic recommendations and actions outlined in the Sports Plan:

## Serving the Public

One of Dublin City Council Sports & Recreation key roles is to provide access to opportunities for physical activity across Dublin city. This public service dimension must remain at the centre of the new DCC Sports Plan 2024-29.



## Cradle to Grave

This Sports Plan seeks to cater for all ages – young to old – and to encourage a lifetime focus on being physically active. This ‘cradle to grave’ philosophy underpins the programmes and initiatives within the plan.

This Sports Plan facilitates the introduction of young people to physical activity aiming to keep youth (infants to teenagers) engaged with sport and active throughout their lifetime. Considering the increasingly ageing population of Dublin, we aim to seek unique and simple actions to facilitate this group in retaining their activity and health later in life. The objectives is to encourage people of all ages to be more active and to sustain activity throughout their lives.



## Diversity & Inclusion

Dublin City is a diverse, multi-cultural, modern city and the new DCC Sports Plan 2024-29 should reflect this. The new Sports Plan aims to assist integration of all cultures into the community. This Sports Plan presents an opportunity to expand physical activity opportunities to traditionally marginalised or excluded groups from sport and physical activity.



## Emerging Sports & Other Forms of Physical Activity

A key requirement of this Sports Plan is to provide for emerging sports. Flexibility, creativity, and innovation in the use of our current infrastructure combined with ensuring DCC’s sports policy and programming schedule facilitates emerging sports and identifies opportunities to grow and develop these further.



## Wide-Ranging Benefits of Sport/Physical Activity

The physical, mental, and social health benefits of sport and physical activity are well documented. The Sports Plan presents an opportunity to further explore ways of reaching out and integrating



## Engagement & Collaboration

Engagement with communities and clubs at a local level and ensuring NGB's and NGO's at a national level are included as part of this process is essential. The success of the sports plan will not fall solely on the Sports & Recreation Division in Dublin City Council.

The Sports Plan is a collaborative initiative requiring commitment and engagement across all Dublin City Council departments and divisions. We will ensure we work closely with them to plan, co-ordinate and align on the implementation of the plan.



## Communications – Creating Awareness

A clear communications strategy and awareness building of Dublin City Councils current sports and recreation offering is vital for the success of the new Sports Plan. There is excellent work being done by Dublin City Council in terms of both Sports Policy and Programming and the provision of Sports & Recreation facilities. We need to shine a light on this and increase levels of awareness across Dublin City.



## Maximising Usage & Best Practice

While the Sports Plan may identify the need to develop new facilities within the city, there is also a primary focus on maximising the use of existing spaces within Dublin City. Best practice should be examined both nationally and internationally to discover innovative ways of using our existing spaces to ensure maximum utility of physical activity spaces within the city.



# Design Principles

Based on the high-level themes identified, 16 Design Principles were established to guide us in setting out the DCC Sports Strategy and Plan today and in the future. These design principles underpin the Sports Plan and the focus areas for action.

	Future decisions re major capital investments for infrastructure and facilities will be made based on identified strategic need.		We operate with agility to maximise facility, policy, and programming utilisation. We want to get more bang for our buck.
	We champion a culture of internal collaboration within Dublin City Council.		Our facilities, infrastructure, policies, and programming support both organised and spontaneous activity.
	New facilities are made fully accessible and existing facilities are upgraded to improve accessibility. All future policy and programming will be developed with accessibility as a key focus.		We will strategically align with Active Cities, extending this theme throughout our plans and initiatives.
	We will increase focus & efforts on effective communications and awareness of DCC facilities, policies, and programming.		Infrastructure, policy, and programming will support the four key activities, <i>Walking, Running, Cycling &amp; Swimming</i> , as outlined in the National Sports Policy.
	DCC infrastructure, facilities and programming schedules cater for a wide breadth of activity - more sports, more recreational activities & hobbies.		Environmental & economic sustainability is core to all future decisions, outcomes, and initiatives.
	A balance is maintained between maintenance of existing facilities and new capital investment.		Innovative, out of the box thinking, are to be applied to existing and future challenges.
	Any new capital investment will be completed to a municipal world class standard.		We will strive to ensure multi-use across our new & existing facilities and infrastructure.



# The Irish Language

The Irish language is an important aid for the development of sports in the city and sports is an important aid for the development of the Irish language in the city.

Since 1991, the number of Irish speakers in the city has increased by 41%. According to Your Dublin, Your Voice (2022), 61% of people living in Dublin want more opportunities to speak Irish.

We need to look at the ways in which we can meet these desires through sports and the ways in which we can use these desires to increase sports participation.

## We recognise the following:

- That the example of Na Gaeil Oga GAA has created a model for an all-Irish sports association and that it would be worthwhile for us to look at ways to encourage more all-Irish sports associations in our areas.
- That there are possibilities to create excellent practice that encourages participation in sports through Irish in all sports halls and sports facilities belonging to the Council.
- As there are thousands of children all over the city who speak Irish as their home language or who attend Gaelscoileanna, it is worthwhile for us to ensure that they have access to opportunities to play sports through Irish outside of school time.
- That sport has a unique role in the practical learning of Irish, some people find it much easier to learn Irish by playing sport than they find it to learn Irish in a classroom.
- That the Irish language will play a more central role in our services and with its statutory recruitment targets to come in for 2030 that it is necessary to support our employees to maximize their skills in this space



## Pillar 1

# Infrastructure




## Pillar 1 Infrastructure

Providing quality facilities and spaces to enable more people to be more active, more often.

### What will we do?

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<b>06</b>	<b>Sustainability &amp; Energy Management</b>	We will be economically and environmentally responsible in the regeneration, rationalisation and investment in DCC Sports & Recreation facilities.

## The Map: ‘A Strategic Decision-Making Tool’

Our first principle of strategic decision-making is the key to unlocking facilities and infrastructure which will empower the people of Dublin to lead more active, healthy, and fulfilling lives. To enable strategic decision making the DCC Sports & Recreation Services Division will develop a Facilities and Infrastructure Map.

The layering of different datasets on the map will allow DCC to accurately conduct needs-based analysis on the current facilities and infrastructure available to the people of Dublin in the various areas of the city. An example of this can be found in the identification of Swimming Pools available for those in the DCC remit. The map will provide functionality to indicate where all DCC and municipal swimming facilities are located. This can be layered with population density, projected growth data, and other GIS datasets such as Get Ireland Active data to identify private pools. This provides the strategic capability to conduct a needs-based analysis of where future swim facilities should be located. Similar data analysis can be undertaken on a wide remit of strategic areas such as building and equipment state of repair, age demographic of facility users, accessibility of facilities, public transport links, energy rating and sustainability features of facilities among many others.

DCC will review internal GIS resources to ensure that we are appropriately resourced to undertake proactive maintenance and development of data and systems, including this new strategic decision-making tool. This map will be developed and will feature reminders to ensure that DCC data owners maintain their data. DCC Sports & Recreation will work closely with the Data & Analytics team within DCC to ensure proper management and storage of the map and all associated data. This will enable DCC Sports & Recreation to have up to date information to facilitate ongoing strategic decision making throughout the year.



\*Please note: Locations shown are indicative and used for illustrative purposes only.



# Focus Area: Actions

## Focus Area 1: DCC Sports & Recreation Facilities

- I. **DCC Sports & Recreation will identify areas in the city that are under-serviced in terms of facilities using the strategic mapping tool. Once identified these areas will be prioritised for strategic investment.**
  - We will place an emphasis on prioritising facility development in strategic development zones and under-serviced areas current and projected according to population growth (north fringe area, city's edge, south & north inner city);
  - We will ensure strategic planning and decision-making will be supported by the DCC mapping tool;
  - DCC CRES Department to put in place a GIS resource to develop and maintain the mapping tool.
  - DCC CRES Department to work closely with DCC's Data & Analytics team to ensure proper management and storage of all data related to the mapping tool.
  - We will ensure there is a focus on providing the infrastructure to support national participation targets aligning with the four core activities of swimming, cycling, walking, and running;
  - We will explore innovative solutions to be used in solving key challenges to underservicing e.g., ensuring pools are sectioned such that they provide for general leisure use while lessons and other structured programmes are ongoing to provide increased pool access/usage.
  - DCC Sports & Recreation will explore and incentivise schools and other institutions to share and / or extend access to their facilities to DCC populations.
  
- II. **An ongoing programme of maintenance and enhancement is to be delivered under the current DCC Capital Programme.**
  - DCC Sports & Recreation will upgrade sites already earmarked for funding under the DCC Capital Programme including Ballymun, Finglas, Ballyfermot and Cabra;
  - Ancillary spaces across our network of buildings and spaces will be reassessed for upgrading to multi-use purposes where possible;
  - DCC Sports & Recreation will repurpose current facilities to increase the breadth of activity available at each facility;
  - Leveraging the infrastructure mapping tool to assist with future DCC Capital Programmes by identifying existing facilities most in need of refurbishment or upgrades (roof, windows, equipment upgrades, etc.);



- Investment & upgrades should focus on creating multi-use spaces increasing the agility of the spaces provided by DCC.

Please follow this link to access the DCC Capital Programme 2024-2026 for details of specific projects – <https://www.dublincity.ie/council/budgets-and-finance/management-accounting/capital-programme> .

The below image displays the **16 Sports & Fitness facilities** currently owned and operated by DCC Sports & Recreation, and where they can be found within Dublin City:



DCC Sports & Fitness Centres	
1. Ballybough Community, Youth & Sports Centre	10. Finglas Sports & Fitness Centre
2. Ballyfermot Sports & Fitness Centre	11. Inchicore Community Sports Centre
3. Ballymun Sports & Fitness Centre	12. Irishtown Sports & Fitness Centre
4. Cabra Parkside Community Sports Centre	13. Markievicz Sports & Fitness Centre
5. Clogher Road Sports Centre	14. Poppintree Community Sports Centre
6. Coolock Swimming Pool	15. Sean McDermott Street Swimming Pool**
7. Docklands Municipal Water Sports Centre	16. St. Catherine's Community Sports Centre
8. Dublin Municipal Rowing Centre	17. Swan Leisure Crumlin*
9. East Wall Water Sports Centre	18. Swan Leisure Rathmines*

\*Facility owned by DCC but operated and staffed by Swan Leisure

\*\*Facility owned by DCC but operated and staffed by Swim Ireland



**III. DCC Sports & Recreation will deepen collaboration with all relevant Council departments, divisions, and offices.**

- DCC Planning Department (hereafter 'DCC Planning') to be engaged with when significant housing infrastructure is being established.
- DCC Sports & Recreation to be brought in early in the planning process, prior to the building phase, to ensure sufficient sports and recreation amenities are provided for in the development.
- Similar collaboration is also advised with the DCC Parks, Biodiversity & Landscape Services Division (hereafter 'DCC Parks') in all major developments regarding green spaces, walkways, and other parks' initiatives.
- Many other departments, divisions and offices should be actively engaged with, and collaboration deepened, such as the DCC Environment and Transport Department or the City Arts Office for example.

**IV. The rolling capital investment programme, which allocates major capital to large projects over a three-year period will continue with works already planned for Dalymount Park, Irishtown, etc. (Projects dependent on significant capital funding from Central Government)**

- An ongoing programme of future investment based on strategic needs is to be further developed to continue to plan and prioritise for this capital investment programme.

**V. DCC will ensure all new capital investment and capital improvements to existing infrastructure will provide for opportunities for improved access for people of all abilities.**

- Investments & upgrades will focus on improving access for all including those with mobility issues through the provision of infrastructure, programmes and activities.
- DCC Sports & Recreation will collaborate in the development of infrastructural improvements within the context of the goals and objectives outlined in Dublin City Council's drive to become the first autism friendly capital city in the world, including examining the provision of sensory rooms. Infrastructure and programmes.



## Case Study: Community Hub – St. Lawrence O’Toole Recreation Centre



The St. Lawrence O’Toole Recreation Centre is one of the 14 Recreation Centres run by Dublin City Council. The centre is located in the heart of Dublin’s North-East Inner City, being situated at Lower Sheriff Street.

The St. Lawrence O’Toole centre plays a vital role in its’ locality, acting as a hub for the local community. The initiatives in place at the St. Lawrence O’Toole Recreation Centre are a good example of how the DCC Sports & Recreation Centres can successfully embed in and be accepted by the local community:

**Open Door Policy:** St. Lawrence O’Toole operates an ‘Open-Door’ Policy. This means at all times during its’ operating hours the front door of the centre can be found open. This creates an inviting and welcoming atmosphere for all in the community.

**Cradle to Grave Approach:** St. Lawrence O’Toole adopts a ‘cradle to grave’ approach to programming, providing options for all age groups, young to old. For instance, the centre runs a ‘Common Ground’ project which sees children work with elderly members of the community to tend a garden at the centre.

**Community Engagement:** The centre engages with the community through the provision of facilities for local schools, business, sports clubs and community groups as well as essential services like homework clubs and summer camps. Beyond the basic provision of facilities and services, the centre also plays host to community events and seasonal celebrations like a ‘Santa Visit’ for local children at Christmas time.

### Lessons for DCC Sports Plan

The importance of community integration is highlighted through the St. Lawrence O’Toole case study. This ‘on the ground’ community approach will be central to the new Sports Plan to ensure successful implementation and engagement with Dublin City.



## Focus Area 2: Green/Open Spaces

The Dublin City Parks Strategy clearly outlines that ‘one of the major contributory elements to the ‘liveability’ of a city is the quality and quantity of parks and open space. City parks and landscapes are important for numerous reasons; environmental, cultural, historic, community and economic. Our parks and natural areas provide space for people removed from the countryside to come in contact with nature. In doing so they make a significant contribution to creating a sense of place for local communities and they provide the space for rest, relaxation, recreation, and cultural activities.

Through collaboration, DCC will develop opportunities for optimising the use of Parks and open spaces where appropriate to make Dublin City More Active, More Often.

- I. DCC Sports & Recreation will invest in safe and good quality recreational facilities, enriching public spaces throughout Dublin City. Imaginative and planned use of public spaces will be championed by DCC Sports & Recreation in collaboration, particularly in the delivery by DCC Parks, DCC Planning as well as other relevant departments, divisions, and offices.**
- II. DCC Sports & Recreation will use the mapping tool to accurately map and record facilities & infrastructure available. This will assist their purpose of a more active, more often Dublin City.**
  - The map can be used to conduct assessments which will highlight improvements and challenges to activity and engagement within the green / open spaces and parks.
- III. An Outdoor Recreation Officer will be assigned to oversee the assessment of all green / open spaces and parks.**
  - This Officer will examine opportunities and innovative approaches for consideration by DCC;
  - The Outdoor Recreation Officer will develop and own activation plans to capitalise the potential of specific sites, in partnership with DCC Parks, to support more active, more often in appropriate green / open spaces and parks within Dublin City;
  - The goal is that this role and the work undertaken will create opportunities for highlighting and empowering activity in these spaces on an ongoing basis.
- IV. An assessment of green / open spaces and parks within Dublin City is to be carried out to investigate the opportunities available for physical and recreation activities.**
  - In collaboration with DCC Parks, and based on the assessment in iii above, activation plans are to be created;
  - These activation plans will outline the approach to maximise the potential of appropriate sites to support more active, more often;



- To assist with this assessment, items which could enhance an open space's ability to provide opportunities for physical activity such as, exercise equipment, accessibility, appropriate lighting, walking trails/paths etc to be examined.
- V. DCC will explore extending the national play day, held annually in Merrion Square, to other parks within Dublin City for a city-wide event accessible to the majority of residents and visitors.**
- VI. To support the implementation of the Play Strategy, DCC Sports & Recreation will collaborate with DCC Parks in their undertaking of a play sufficiency audit.**
- VII. DCC Sports & Recreation in partnership with DCC Active Travel to pilot a Cycle School to provide the community skills in both recreational and practical cycling skills with an emphasis on safety. Skills in roadway navigation and vehicle and pedestrian awareness will be taught.**



### Case Study: Multi Use Facility – Eamonn Ceannt Park

Eamonn Ceannt or Sundrive Park in Crumlin is an example of a Dublin City Council operated facility that illustrates the importance of “maximising utilisation” of open spaces advocated for in this strategy. The park has the potential to expand even further with additional targeted development and become a multipurpose sporting hub for the area.



#### Current State and Initiatives:

- Eamonn Ceannt park currently hosts Lourdes Celtic FC, Sundrive Cycling Club and national velodrome with in-field, the “Tram Café”, public toilets, offices, multipurpose outdoor sports courts, 4 grass pitches, a large playground and vast open green spaces with ample opportunity for walking, jogging and spontaneous activity.
- The recently installed “BoxUp” initiative, spearheaded by Active Cities Dublin, has proven to be a great success. It gives park users the chance to access a variety of sporting equipment on a timed rental basis and increases participation opportunities.
- DCC have made recent investment into the outdoor sports courts. The benefits of this have been clear to see with the courts regularly full to capacity with informal groups using it for basketball, tennis and football for example.
- The DCC operated “Tram Café” has been successful in increasing the flow of people to the park. Visitors can get a coffee and go on a walk, using the park facilities as a participation opportunity for physical activity in a spontaneous, informal and accessible way.
- DCC run an innovative social biking programme to increase interest in cycling and include the concept of cargo bikes that can be rented for a few hours.

#### Potential for Improvements:

- Audits of Eamonn Ceannt park and other parks in the Dublin City Council area should give insight into how usage can be further maximised in relation to creating a multi-sport environment catering for emerging and traditional sport and recreation opportunities for users of all ages and abilities.
- Funding needs to be allocated not just to new initiatives but also maintenance of existing infrastructure, to maintain these facilities to a high standard.
- Lourdes Celtic FC has cut its number of teams as it cannot cater to demand on current 9 a side astro pitch and grass pitches. There is opportunity to develop the unused in-field of the velodrome to a full-sized all-weather pitch that could be used for a variety of sports as well as a walking/running track on the inner ring and outside the perimeter of the velodrome and become a truly multi use facility. Improvements to the surface of the velodrome should also be considered.
- The existing grass pitches need investment to maintain them to a high level and service the needs of the large population in the area.
- Enhance lighting and signage could also enhance the level of spontaneous usage of the park.
- The social biking programmes have the potential to be further expanded. Suggestions include creating a “cycling school” for children to learn how to cycle safely while also increasing interest and participation in the sport.

#### Key Lessons for DCC Sports Plan:

‘Maximising utilisation’ of open spaces is a central part of the DCC Sports Plan 2024 – 2029. The ingenuity and initiative shown in Eamon Ceannt park to maximise utilisation of the space is something we hope the replicate throughout Dublin City.



## Focus Area 3: Pitches

There are in the order of 230 playing pitches set out in Dublin City Council's public parks and open spaces primarily for soccer and gaelic games (managed by DCC Parks, Biodiversity & Landscape Services). Other divisions of DCC (including Sports & Recreation) manage a smaller number of all-weather facilities adjacent to our centres and housing complexes. It is estimated that up to 5,000 people participate weekly in field sports in City parks alone.

An assessment of the number of pitches per capita and in relation to distribution, compiled as part of the City Parks Strategy indicated that the city is reasonably well catered for as regards to playing pitches.

There are significant issues however in relation to access to playing fields that can be summarised as follows -

- There are no public pitches in the city centre within the Grand Canal and North Circular Road (Trinity College, Blackhall Place and Grangegorman Campus are the only private pitches in this area). This has been highlighted as a particular problem in the southwest inner-city during the development of the Plan.
- Increased participation numbers (and subsequently increased demand for facilities) in organised field sports (particularly amongst girls and women) in recent years.
- Expectations in relation to provision of sporting facilities, including pitches, dressing rooms, parking, club houses, toilets etc for individual communities and clubs.

There is an increasing demand for all-weather facilities for training and indeed league matches. Synthetic surfaces increase the frequency of use for games and reduce the wear and tear on grass pitches, which would otherwise be used for training. There is however a number of factors to be considered in the provision and expansion of all-weather pitches including –

- Significant cost of construction, maintenance, and renewal:
- Availability of lands within the city boundary:
- Retro-fitting all weather pitches into existing parks leads to the loss of open space as these facilities are fenced, excluding those who might use the area for informal play, walking and passive recreation. There is also a significant issue with the loss of grassed areas and the impact on Biodiversity, including feeding grounds for Brent Geese for instance.
- Increased usage creates issues with regard to flood light spill onto residential areas, provision for changing room and storage facilities and car parking.

DCC Propose the following actions:

### I. **DCC to undertake a full audit of the DCC pitches across Dublin City.**



- This involves a full audit of the pitches across Dublin City including state of repair, demand analysis, GAP analysis and summary report with an action plan for **achievable** strategic pitch development and management in the city;
  - The audit will also examine the development of innovative uses of existing spaces including creative thinking regarding potential avenues of pitch development (such as multi-sport, all weather and roof top pitches) with particular regard to best practice domestically and internationally.
- II. A feasibility study will be carried out to explore potential partnerships with schools through the Dept. of Education and other public bodies/institutions which may have underleveraged pitches available to help service the demand for DCC pitches. The study will focus on opportunities for both the rental of existing facilities as well as potential co-funded schemes for future developments.**
- III. DCC to ensure all future development plans (e.g., housing and office developments) include provision for adequate sport and recreation spaces and facilities.**
- IV. DCC will implement a strategic programme for the provision of new and the upgrade of existing all-weather pitches in accordance with the allocation of an €8m capital investment fund as part of the DCC Capital Programme.**



## Focus Area 4: Waterways

- I. DDC Sports & Recreation to use the mapping tool to highlight all pools, waterways, coastline, canals & rivers available in Dublin City and to identify potential opportunities for usage for sports and recreation activity.**
  - This will be done in collaboration with the specific DCC departments and divisions such as the DCC Environment & Transport Department, as well as other bodies like Dublin Port and OPW, who are responsible for waterways strategy to develop strategic initiatives and priorities while avoiding duplication of effort.
  
- II. A feasibility study into the possibility of modular pools, portable swimming pools, public lidos and baths in Dublin City is to be carried out with due reference given to relative examples from other cities.**
  - DCC Sports & Recreation to explore a potential partnership with Swim Ireland, Water Safety Ireland, and/or Waterways Ireland to explore these opportunities.
  
- III. DCC Sports & Recreation to assign an Outdoor Recreation Officer to oversee the assessment of all pools, waterways, coastlines canals and rivers.**
  - Work to result in feasibility studies and innovative approaches for consideration by DCC.
  - The Outdoor Recreation Officer will develop and manage a Waterways checklist to assist with their assessment, the below checklist of items which could enhance an open space's ability to provide opportunities for physical activity to be developed:
    - i. Artificial lighting
    - ii. Signage
    - iii. Accessibility
    - iv. Lifeguards & dedicated Swim Zones
    - v. Sports & exercise equipment e.g., fix gym installations and 'BoxUp' initiative expansion.
    - vi. Walkways for canals
    - vii. Opening hours
  - The Outdoor Recreation Officer will develop and own the action plans for maximising the potential of specific sites to support more active, more often in all DCC waterways.
  - The goal is that this role and the work undertaken will create opportunities for highlighting and empowering activity in these spaces on an ongoing basis.



- IV. The DCC Open Water Facilities Plan, which is currently being developed, will be implemented in full once complete. As per the Plan’s emerging strategy, the aim will be to get more people active on our waterways including rivers, canals, Docklands, beaches and open water areas.**
- DCC will also leverage applicable DCC Sports & Recreation’s facilities namely, the Docklands, Municipal Rowing and East Wall water sports & activity centres, to increase water-based sports and recreation.
  - A greater range of programming will also need to be developed with a particular emphasis on activities less reliant on the weather and tides.



## Focus Area 5: Forward Planning

- I. **DCC to prioritise safe walkways and cycleways to and from schools, community centres, recreational hubs and DCC sports facilities to promote easier access to existing facilities.**
- II. **Continuous walking, cycling and water route(s) will be established around Dublin City under the Active Dublin banner.**
- III. **DCC Sports & Recreation to assign an Outdoor Recreation Officer to oversee the assessment of suitable roads, streets, paths, and cycle lanes.**
  - The Outdoor Recreation Officer working with DCC Active City Unit will develop and manage a checklist of amenities and facilities which will assist with strategic planning to maximise suitable roads, streets, paths & cycle lanes' ability to facilitate an Active City.
- IV. **DCC Sports & Recreation to ensure their inclusion and input on all major capital projects in DCC, on local areas plans and masterplans, and social and community planning/audits for large housing developments.**
  - It is essential that provisions for sports and recreation are established early in all developments.
  - Provision needs to be built in to the planning and budgeting of housing (e.g. Dolphin House project), and similar projects, for sports and recreation. Clarity on initial and ongoing funding and maintenance of these facilities needs to be secured.
- V. **As per the Play Strategy, DCC will support a play sufficiency audit which will help inform the development of an 'Active Streets' plan, which will aim to cultivate playful streets through the promotion of hopscotch and other spontaneous installations.**
- VI. **DCC Sports & Recreation to identify funding sources, such as the outdoor recreation infrastructure scheme, to support some of the planned initiatives across the city.**

## Focus Area 6: Climate Action Sustainability & Energy Management

The climate crisis impacts all of us and we all have to play our part. Making Dublin resilient to climate change is a target of our climate action plans and calls for adapting the city and county, and residents, for a future where we live with the impacts of climate change, such as flooding, extreme temperatures, and extreme weather events. The long-term challenge is ensuring that the mitigation and adaptation actions we implement are just. The implementation of Climate Neutral Dublin 2030 Climate Action Plan, alongside our City Development Plan, our Local Economic and Community Plan and including this Sports Plan are vital to making the city and residents resilient to climate change.

One action is to ensure Dublin is smart in relation to reducing energy consumption and reducing our carbon emissions. Our sports & leisure centres account for 11% of the total energy use within Dublin City Council. We have been working for a number of years to systematically reduce our energy consumption and to move towards sustainable energy sources, through a number of actions and initiatives including the implementation of Energy Performance Contracts across our facilities. We will work in collaboration within DCC and with outside stakeholders to achieve the Climate Neutral Dublin 2030 vision, mission and targets to prepare Dublin City, our home, for the impacts of climate change now and into the future.

- I. **DCC will comply with the Climate Neutral Dublin 2030 carbon and energy emission targets in the delivery of the initiatives and programmes in the new DCC Sports Plan 2024-29.**
- II. **DCC will align to the existing Pathfinder Programme which is key to the implementation of the National Sustainable Mobility Policy.**
  - DCC Sports & Recreation will utilise the Pathfinder Programme to meet national greenhouse reduction targets;
  - The Pathfinder Programme will increase momentum in the delivery of Active Dublin, specifically Active Travel initiatives ensuring Dublin City is *More Active, More Often* in an environmentally responsible way.
- III. **DCC will ensure there is a sustainability focus on all sports and recreation Infrastructure Development projects.**
  - DCC Sports & Recreation will ensure any new capital infrastructure investment, including all newly built infrastructure as well as building upgrades on existing infrastructure, is compliant with the most up to date energy management and sustainability standards;
  - DCC will explore the development new and existing EPC contracts with the aim of removing all fossil based systems from existing leisure centres and the full electrification of these buildings and systems.



- DCC will complete a decarbonisation assessment of other smaller recreational facilities, creating a road map for decarbonisation and reduction/elimination of all fossil based systems.

**IV. DCC will ensure all retrofitting and maintenance work on DCC Sports & Recreation facilities will be environmentally and energy conscious.**

- DCC Sports & Recreation when carrying out maintenance of existing DCC Sports & Recreation facilities will explore the feasibility of;
  - i. Upgrading insulation improving thermal resistance, reducing energy need for heating and cooling;
  - ii. Replacing inefficient appliances;
  - iii. Transition out all fossil fuel plant and equipment;
  - iv. Integrating renewable energy sources example; solar panels;
  - v. Sealing air leaks and improving building envelope integrity.



## Case Study: Energy Performance Contracts



Dublin City Council awarded its first Energy Performance Contract (EPC) project to Noel Lawler Green Energy Solutions in July 2016, working closely with Dublin's Energy Agency Codema in procuring this contract to upgrade three of its Dublin City Council Sports and Fitness facilities.

The contract is for a period of eight years and includes the maintenance of all equipment at each of the buildings. The contract included capital improvement works in the 3 relevant centres, namely Ballymun, Finglas and Markievicz Sports and Fitness Centres.

The contract began in December 2016 and will expire in December 2024. Key findings from the contract include:

- The Energy Performance Contract has operated as expected to date and is now in the final year of an 8 year contract. Taking real invoiced cost into account (and estimating costs for 2024), the project will achieve overall **energy savings of c.34%**.
- To date the project has saved a measured and verified **4,872 tonnes of CO<sub>2</sub>** and is on course to save just under **6,000 tonnes** in total by project end.
- This is equivalent to average annual CO<sub>2</sub> savings of **690 tonnes of CO<sub>2</sub>**, equivalent to **10%** of DCC's existing direct emissions gap to target for 2030 which is approximately 7,398 tonnes of CO<sub>2</sub>.
- Based on the actual measured and verified results, the project is forecast to save over **€1.5m** in avoided gas and electricity costs.

**DCC tendered and awarded a second EPC Contract for a range of other facilities in more recent years with similar results being anticipated.**



## DCC Recreation and Community Centres

The Recreation & Community Centres (hereafter 'Rec. Centres') were incorporated into the DCC Sports & Recreation Division in 2010 having previously sat in the DCC Housing & Community Services Department (hereafter 'DCC Housing & Community'). Rec Centres are for the community to use and enjoy – providing a safe, positive, and accessible space for all sorts of community-related activities. The Rec. Centres operate an Open-Door policy in all centres engaging with local communities and in particular the most vulnerable, including teenagers, older persons, minority groups and new communities.

The Rec. Centres are not run for profit – the Rec Centres are focused on participation, not turnover. The Rec. Centres also provide a base for DCC Sports Development Officers and the co-funded Sports Officers for community engagement through multiple programmes, activities and events. The Rec. Centres also provide operational space for groups such as drug rehabilitation, schools, after schools educational programmes, crèche and youth services. A number of Rec Centres are part of DCCs Emergency Response facilities.

**Funding:** With an annual DCC budget provision of €5.6 million (approx.), the Rec. Centres also receive funding from other sources including the City of Dublin Educational Training Board and a number of Government Agencies, including the Community Regeneration Fund and the North East Inner City initiative.

**Centres:** There are currently fourteen Rec. Centres within DCC Sports & Recreation's remit targeting the specific needs of their local community. The facilities and services vary from centre-to-centre. The Rec. Centres function as a vital hub for the community. The centres provide the means for local community groups and sports clubs to operate by offering safe and affordable facilities. The seasonal events put on by the Rec. Centres bring people in the locality together and help foster a sense of community which all help combat the socio-economic issues some of these communities are facing. The centres provide access to multiple sports providing opportunities and allowing for greater participation to the growing and increasingly diverse communities.

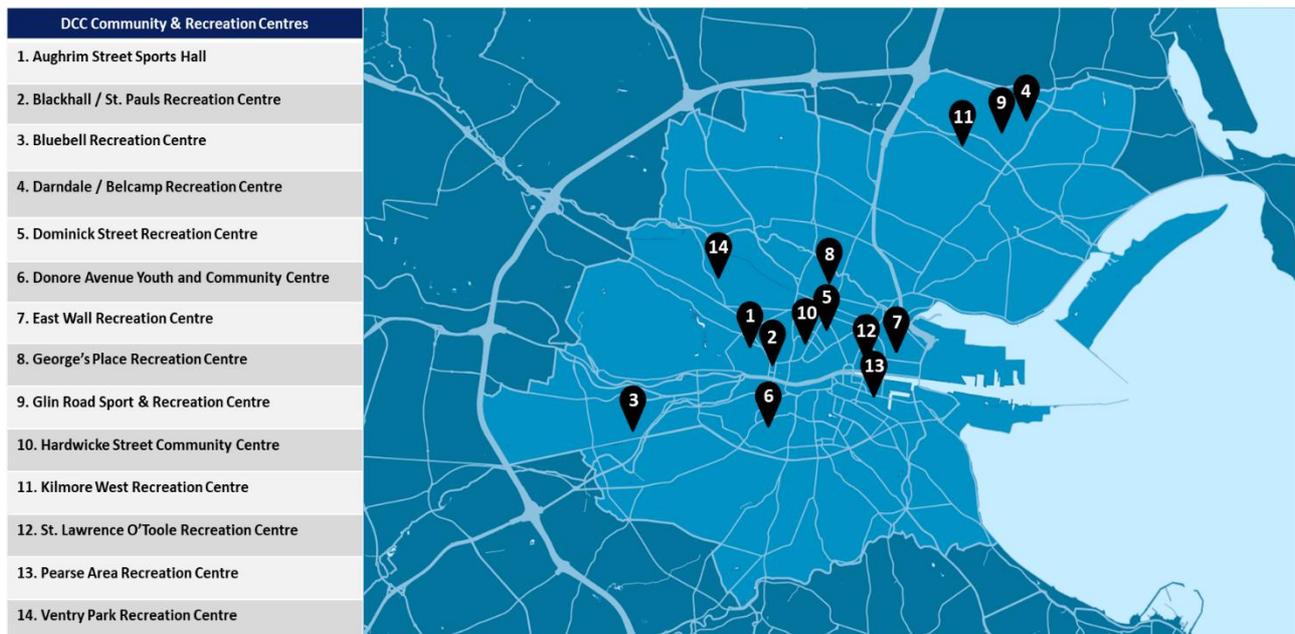
**Community Development:** The centres aid in the provision of community development and Community assistance services. Rec. Centres facilitate the delivery of HSE Drug Rehabilitation and a number of youth services while also playing host to other training and development courses. Rec Centres partner with local groups and services to provide multiple programmes and seasonal projects. The Rec centres deliver various seasonal events and projects such as, Summer Projects, Halloween parades, community week programmes, and Anti Racial programmes in partnership with groups such as Sports against Racism Ireland (SARI). Programmes for senior citizens include, gardening groups, knitting groups, indoor bowling and other programmes to promote activities and social inclusion for those participating and to those who just wish to meet in a safe and welcoming environment.

**Essential Services:** The provision of space within the Rec Centres for externally managed childcare services and children’s programming by Rec. Centres is an essential amenity to local communities. By having access to these services, parents within the communities can pursue wellbeing, education, employment, recreation, and other opportunities that would otherwise have been unavailable to them due to cost or time commitments.

## Recreation Centre: Actions

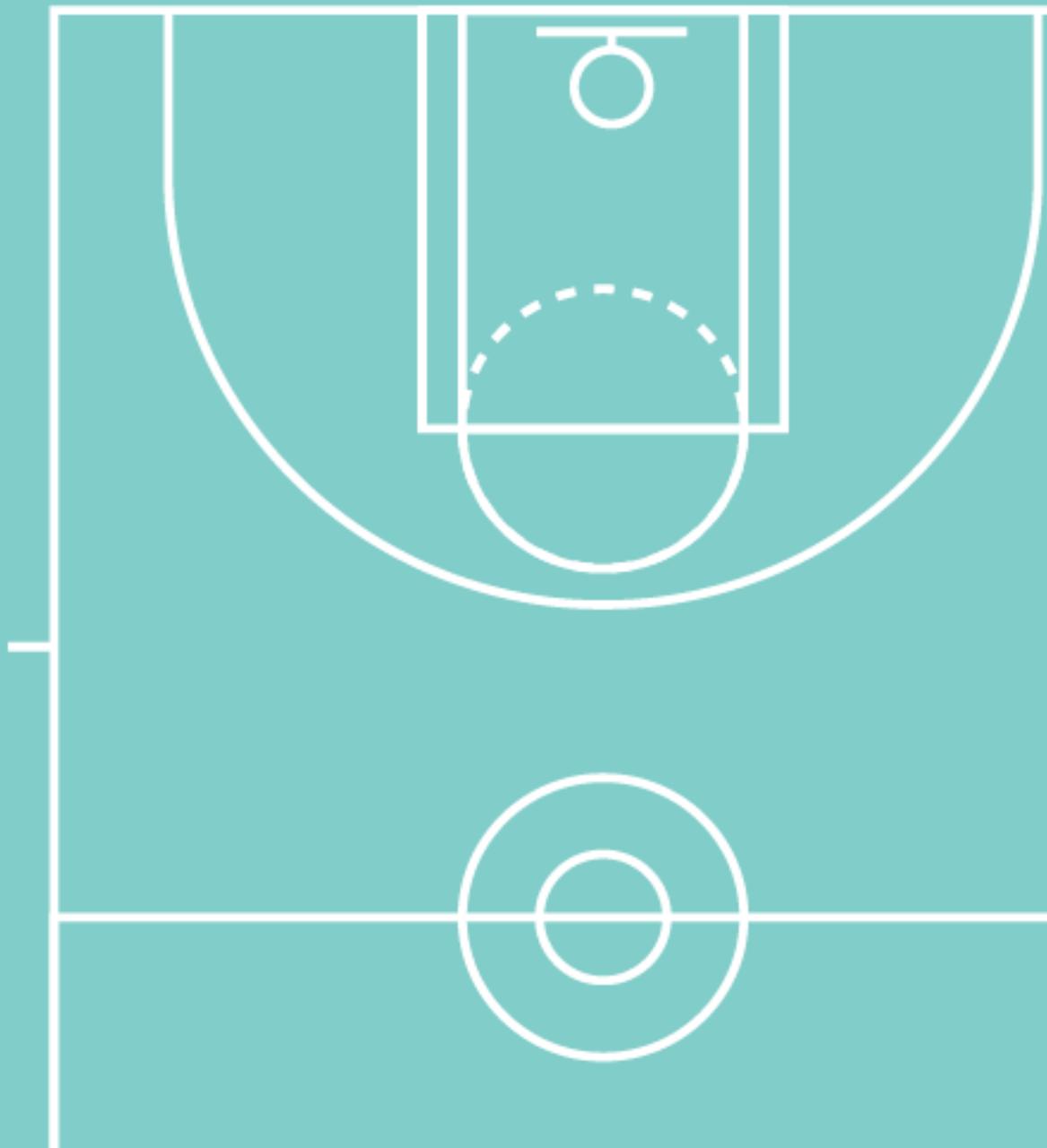
- I. **DCC will review and the current annual plan for Rec. Centres in order to develop a five year strategic plan.**
  - The revised plan will set out the strategic role of the Rec Centres, the optimum organisation structure and operating model for running the centres, funding of services, the alignment of the Rec Centres to community engagement activities. sport & physical activity, and formalise support services arrangements and structures, which will include succession planning for Rec. Centre staffing.
- II. **DCC will ensure an individual programme for each recreation centre will be developed.**
  - As each local area varies greatly in terms of demographics, individual recreation centres will develop localised and targeted programming to best serve the needs of the citizens and residents of their respective areas.

The below graphic displays the **14 Recreation & Community Centres** currently owned and operated by DCC, and where they can be found within Dublin City:



Pillar 2

# Programming





## Pillar 2 Programming

Delivering a portfolio of diverse programmes (and initiatives) that increase levels of activity across Dublin city.

### What will we do?

<b>01</b>	<b>Active Dublin</b>	We will secure Active City status for Dublin and adopt 'Active' as a core theme of programmes and initiatives.
<b>02</b>	<b>Target Groups</b>	We will proactively target specific demographics to increase levels of participation and increase opportunities to access physical activity in Dublin City.
<b>03</b>	<b>Partnerships</b>	We will collaborate and engage with new and existing partners (internal and external) to deliver on core objectives.
<b>04</b>	<b>Data &amp; Insight Led</b>	We will conduct tailored research and develop programmes and initiatives based on solid data and insight.
<b>05</b>	<b>Marketing &amp; Communications</b>	We will develop focused marketing and communication campaigns to make Dublin City more active more often.



# Focus Area: Actions

## Focus Area 1: Active Dublin

- I. Dublin City Council will work collaboratively with Active Cities Dublin to achieve Global Active City Label status under the GAPPA framework in an agreed upon timeframe.**
  - We will utilise the Active City steering committee involving the Dublin City Active Cities Officer, representatives from DCC Sports & Recreation Services Division and other relevant stakeholders to allow for joined up thinking in working towards the criteria required for certification.
  - We will engage in regular knowledge sharing and mentoring with other cities who have achieved the Global Active City Label.
  - All future projects and initiatives as part of Active Cities Dublin will be discussed together at these committee meetings and collaborative efforts made to bring these projects to completion, with DCC Sports & Recreation supporting where possible.
  
- II. As part of the above collaboration, the Active City steering committee will work with DCC Staff to co-ordinate efforts in each of the 5 administrative areas.**
  - Commitment will be given to adequately resourcing each of the 5 areas of Dublin City with a Senior Sports Development officer to focus on the implementation of Active City projects and initiatives in their respective areas.
  - DCC through the DCSWP will liaise with respective local sporting clubs, community groups, schools, other groups, and individuals to aid in the promotion of the Active City concepts in that area.
  - DCC through the DCSWP will identify and onboard local Active City champions from within the community and development of a plan with these individuals as to how they can leverage others within the community to get involved in physical activity.
  
- III. Dublin City Council's Active City Initiatives will include an annual seminar to share examples of best practice, introduce new initiatives for the year ahead, provide evidence-based updates on programming to date and report on progress towards achieving the Global Active City Status.**
  - Proactive communication of initiatives planned for the year ahead will be shared with attendees to generate awareness and buy in.
  - Regular assessment of success of initiatives involving data collection is required. Data points will be shared at this seminar and will be instrumental in informing further initiatives as well as providing helpful data in any budgeting and planning discussions.



- IV. Dublin City Council will twin with another Active City globally who have achieved GAPPA certification and will engage with them for mentoring, knowledge sharing and exchanging best practice.**
- DCC to identify a suitable option for this partnership.
  - This partnership will be a key priority for the group and will be leveraged as much as possible to learn from the successes and avoid the pitfalls experienced by other cities in their campaign for the Global Active City Label.
- V. Dublin City Council will create an overarching “Active Dublin” brand with several sub-brands. This will provide a range of platforms for the rollout and implementation of programmes, initiatives, plans, resources, tools and templates tied to the ‘Active’ concept within and outside of DCC. These sub brands may include but should not be limited to:**
- Active Parks
  - Active Schools
  - Active Clubs
  - Active Communities
  - Active Travel
  - Active Play
  - Active Waterways
  - Active Design
  - Active Places and Active Streets
  - Active Workplaces
  - These actions will require significant efforts in improved working relationships and collaboration with a variety of relevant stakeholders, departments, divisions and offices.
- VI. Active Travel will be a key element of the Active Dublin brand with an emphasis on creation of improved opportunities for sustainable, active transport throughout the city.**
- To achieve this, there will be a representative from the DCC Sports & Recreation Services Division on the Dublin City Council Active Travel and Climate Action working group.
  - All future sporting infrastructure and programming planning must have consideration for Active Travel in its development.



### Case Study: Active Cities Best Practice- Liverpool

Liverpool's Active City Strategy was first launched in 2005. The strategy experienced great success and Liverpool went on to become closely involved in the development of the Global Active City certification standards, becoming one of 6 cities to achieve certification in 2018. Liverpool is now seen as one of the leading success stories of the Active Cities concept.

In 2005, Liverpool was the most deprived local authority in the UK. The city was facing huge challenges around core health with low levels of education, high unemployment and crime. There was a recognition of the need for a joined-up approach from all departments in the city, positioning sport as a key driver of change. The municipality alone couldn't answer these challenges in isolation, so assistance was given by both **Central Government** and the **Health Service**.

The initial focus was on which areas of the city and which sections of the population were the most inactive. Liverpool did not have any baseline data and engaged with local universities to get quantitative research done on levels of activity.

The budget for the initial strategy was very low at £50k. However, confidence in the initiative grew over time as evidence of its' success became apparent and as a result, the initiative's budget has now risen to between **£2.7 - £3 million**.

Active Cities Liverpool measures participation in physical activity by its population on an annual basis. The city also uses Sport England's equation in relation to return on investment and has figures which show the wide ranging financial, health and social benefits from investing in physical activity.



The Active City umbrella developed sub brands – active parks, travel, wellbeing, communities etc. Active schools were a key focus area for increasing participation.

Some of the Key Success Drivers of the Liverpool Active Cities' initiative include:

- o Creation of the Head of Liverpool Active City post which brought the strategy to life.
- o An energetic and exciting communications strategy. Features of this included involving local professional sports teams and heroes.
- o Creation of Active City champions from within local communities. Ambassadors were local people with meaningful stories.
- o Consistent production of evidence-based data to support initiatives, generate confidence and create buy in to the Active City concept.

#### **Key Lessons for DCC Sports Plan:**

The Liverpool Active City Strategy offers DCC a roadmap for how to develop the Active Cities concept in Dublin as DCC look to match the success of the initiative in Liverpool.



## Focus Area 2: Target Groups

- I. **Dublin City Council will use the Sport Ireland Act 2015 Definition of physical activity in determining potential range of activities covered by the Sports & Recreation Services Division programmes and initiatives which includes a broad scope of sport and physical activity;**
  - Sport Ireland Act 2015 definition of physical activity: *“all forms of physical activity that contribute to physical fitness, mental well-being and social interaction, including play/active recreation, organised/competitive sport, and informal sports/games”*.
  - This allows for a wide range of physical activities to be included as part of the Sports Plan and will improve the likelihood of increased participation, particularly among target groups.
  - A continued focus on overall health and wellbeing using an holistic approach to programmes with regards to increasing participation in all forms of physical activity, such as yoga and mindfulness.
  - This approach identifies that DCC will be focused on more than sport alone and the focus is instead on pushing activity of all forms. This commitment to promoting activity of all forms is intrinsically linked to the core purpose of this plan: “Dublin City: More Active, More Often”.
  - Examples of this broader approach include:
    - i. Play
    - ii. Cycling
    - iii. Organised and spontaneous team and individual sports
    - iv. Walking
    - v. Exercise of all forms
    - vi. Dance
    - vii. Active Living
    - viii. School Physical Education
    - ix. Recreational Physical Activity
  
- II. **School aged children will be a key target group of this strategy. Active Schools programmes will continue to be delivered as a consistent feature in the school calendar.**



- DCC will continue to advise and assist schools on Active Schools week and highlighting ongoing activities to promote an active lifestyle.
- This will involve a commitment/two-way partnership between the schools and DCC Sports & Recreation. Increased activity in schools will be a key target for all Sports Officers going forward and they will report on engagements with schools in their areas including planning additional assistance and support regarding future engagements.
- In addition to the current Active Schools week format where schools sample a variety of different sports and physical activities throughout the week, taking a multi-sport approach, there will be targeted initiatives, in line with Sport Ireland's national guidelines on core activities. These may include, for example:
  - i. Bike Week
  - ii. Walking Week
  - iii. Active Play Week
  - iv. Well-Being Week

**III. DCC will identify up and coming new innovative programmes for schools and continue to enhance the suite of core programmes that we currently offer to primary and secondary schools within 5 administrative areas of Dublin City.**

**IV. DCC will explore the development of a Well-Being Week for children and teenagers with other relevant stakeholders.**

- As per the broader definition of physical activity above, children and young adults will be provided with opportunities for alternative forms of physical activity, including, but not limited to yoga, zumba, and dancing for example.
- DCC will explore options for the resourcing of these sessions.

**V. DCC Sports & Recreation will focus activities on target groups with a propensity to be less active. These identified target groups may include:**

- i. Young people (With a particular focus on at risk youths aged 10 – 21)
- ii. Elderly
- iii. People with both intellectual and physical disabilities
- iv. LGBTQ+
- v. Refugees
- vi. Women and girls
- vii. Ethnic minorities



- viii. Travellers
- ix. Roma
- x. Disadvantaged areas
- xi. Members of clubs and groups

- Sports Officers will commit to regularly engaging with these identified target groups to ascertain what barriers to access they are facing with regards to participation in sport and physical activity and discuss innovative ideas to overcome these.
- DCC Sports & Recreation will apply for access to and use dormant account funding to support niche, targeted programme for these priority groups.
- The results of the Public Consultation Survey carried out as part of the research for this Sports Plan will serve as a tool in identifying some of the barriers that exist for these target groups and also ideas put forward for new and innovative programming.

**VI. DCC Sports & Recreation will engage with Centre Managers to examine and redevelop their current programming offerings.**

- DCC Sports & Recreation are experiencing increased demand for “non-traditional” sporting and physical activities.
- Each of the sports, leisure and community recreation centres will carry out an audit of existing programming in order to reflect the need for an expanded suite of programming.
- In recognition of increased demand for access to programming outside of the traditional “9-5” lifestyle, and in particular efforts to reach the identified target groups, DCC will seek opportunities to provide programming outside these hours where possible e.g. swimming lessons.
- DCC will, subject to resources, endeavour to provide an increased level of programming during early morning, late evening and weekend hours which will aid in providing increased participation opportunities for many target groups and individuals.
- Consultation will occur with these target groups to identify the most suitable timings and scheduling for programming to meet the needs of these groups.

**VII. DCC will work closely with Waterways Ireland in line with their recently developed 10-year strategy to provide relevant water-based programmes.**

- DCC Sports & Recreation will commit to improving access to and frequency in provision of water-based programmes.
- There will be a focus on target groups (identified above) who do not typically have access to water sports. This will require identification exercises by Sports Officers and collaborative work with Waterways Ireland and relevant NGB's.

## Focus Area 3: Partnerships

- I. DCC will enable partnerships and implement a mass participation events programme:**
  - DCC Sports & Recreation will work in collaboration with the DCC Events Office (hereafter 'DCC Events') assisting where appropriate with planning, overseeing and implementing the mass participation event calendar where relevant to this Sports Plan objectives.
  - The DCC Sports Officers will, where available and their skills required, support these events as part of their planning of programmes and activities, however they will not be taking a lead role in the delivery of the events which will be the responsibility of the event organisers in conjunction with DCC Events.
  
- II. DCC will examine and develop proposals with key stakeholders to host a bi-annual sport and physical activity conference/seminar for the purpose of promoting and aligning on plans, ideas, and initiatives for the area throughout the year.**
  
- III. Five Local sports fora (see Organisation Pillar) will be leveraged as a local implementation structure for the Sports Plan:**
  - These fora will play a key role in helping to deliver the detailed programmes, initiatives, and actions outlined in the Sports 'on the ground' in the 5 administrative areas of DCC.
  - These fora will act as a working group of various internal stakeholders across multiple DCC divisions to effect positive change and work as an operational management tool specific to the local area.
  - Participation outcomes will be directly targeted through these fora through collaboration and oversight of events and initiatives to increase activity and allow for greater control over the reporting of programming at a local level.
  - The fora will provide a platform to create a link with the existing Sports Partnership in place and build relationships with the local community.
  
- IV. All future DCC development plans, both internal to the Sport & Recreation Services Division, as well as from other divisions, offices, and departments such as Planning, Community and Housing, will have consideration for local needs in relation to sport and physical activity.**
  - DCC will commit to ensuring that current and future sport and physical activity needs of local communities will include an element of public consultation and opinion will be reflected in future development plans. This will require ongoing consultation at a local community level and can be facilitated through the local sports fora as a vehicle.
  
- V. DCC Sports & Recreation will empower communities to help run programmes themselves:**



- The aforementioned local fora will have an emphasis, driven by Sports Officers in the area, to coordinate and empower community involvement. This will generate a sense of ownership and buy-in for local programming and initiatives.

**VI. DCC will place an emphasis on creating leaders in the community.**

- These will be individuals who are regarded as pillars in their local community, particularly in the areas of sport and physical activity, without necessarily being athletes.
- They will have established links and meaningful connections to their local area, and they will become involved in the local sports fora for sport and physical activity programming and infrastructure development for the local area.
- We will also continue and grow the ‘This is my Dublin’ campaign to provide a platform for the leaders in our communities to share their experiences with DCC Sports & Recreation services.

**VII. Sport Officers in each of the five areas will gather information on affiliated clubs to better understand how areas are being serviced and to create a communication channel and a network of clubs.**

- Affiliated clubs will not be limited to any particular sport, rather made up of a variety of sport and physical activity clubs in each area.
- NGBs will serve as a link with respective affiliated clubs and improve collaboration with them.
- DCSWP will continue to enhance and develop the citywide club database by housing additional data obtained by the SO’s locally as per outlined above. This database will be maintained for information sharing purposes and direct communications to club.
- This existing and expanded network of clubs will also serve as a means to support in achieving improved visibility of local clubs in the schools and ultimately increase participation levels.
- This network will serve as a knowledge sharing platform, with collaborative efforts and joint up thinking regarding issues such as best practice, governance, grants and funding applications.
- There will be a strong focus in this network on aligning the respective clubs with the Active concepts with an ambition to establish each club as an ‘Active City Dublin – Official Partner Club’ and for them to get involved in supporting the other ‘Active’ initiatives outlined in a previous section, for example:
  - i. Active Schools
  - ii. Active Streets



iii. Active Parks

iv. Etc ...

This will further bolster the Active City concept in general.

- DCC / DCSPW will establish policies and actions in line with Sport Ireland's 'Volunteering in Sport Policy' guidelines. Focus will be given, via this network, to these established policies and actions assisting both in increasing levels of volunteerism and reducing barriers to access for volunteers.
- This network will provide opportunities in regard to upskilling and training volunteers and individuals within the community in an effort to improve coaching standards, which the co-funded officers already undertake some work in, safeguarding and also allow for increased levels of provision of a variety of sports and physical activities.

**VIII. DCC Sports & Recreation will focus on key partnerships and alignments to existing plans which have relevance to Sport and Recreation. DCC Sports & Recreation will commit to seeking out and actively engaging with the individuals with responsibility for these strategies, inside and outside of DCC and create productive working relationships and regular contact with each. These include but are not limited to:**

- Play Strategy (National Playday)
- Waterways Plan
- Get Ireland Active: National Physical Activity Plan
- Healthy Ireland Strategic Plan
- National Outdoor Recreation Strategy
- Sport Ireland's Participation and Physical Activity in the Outdoors
- Community Wealth Building in Dublin Plan

**IX. DCC Sports & Recreation will place significant importance on their partnerships with NGB's.**

- A significant review will be undertaken by DCC with NGB's in relation to the co-funded officer programme. This review will examine programmes, funding, future opportunities and ensure alignment of all partnerships within the context of the vision and mission of the DCC Sports Plan.
- There will be tighter, more focused relationships with all current NGB partnerships (co-funded) and a commitment given to adequately servicing these relationships with proper resourcing.



- Governance meetings will be conducted with each partner NGB to align on priorities and key deliverables for each sporting partnership and expectations from the relationship agreed upon including setting targets and planned outcomes.
- Regular reviews of these deliverables and measuring against these will take place.
- The existing HOA's with partnered NGB's will be reviewed and updated as necessary. This will include an examination of funding both in terms of levels of contribution and sources of funding.

**X. DCC Sports & Recreation will work in close collaboration with DCC Parks in relation to future programming and infrastructure development.**

- The relationship with the parks division is a key one and the need for joined up thinking and collaborative working is acknowledged in relation to programming and infrastructure for sports and physical activity within the parks as well as on concepts such as Active Spaces and sustainability.
- DCC Sports & Recreation will work closely with DCC Parks to co-ordinate all relevant sport and physical activity plans and activities.

**XI. DCC Sports & Recreation recognise the impact of sport and physical activity is far reaching and will effectively engage with relevant partners, bodies and policies that have a remit of sport and physical activity.**

According to the Sport Ireland 2021 Economic Value of Sport report participation in sport and physical activity prevents nearly 100,000 cases of disease annually, generating savings to the Government of nearly €0.4bn. Diseases prevented include stroke, certain cancers, and Type 2 diabetes. It is projected that the value of the health benefits can increase even further to more than €0.5 billion if the proportion of Irish adults undertaking the recommended level of activity increases from 34% to 45%.

DCC will continue to provide physical activity pathway programmes for people living with chronic disease or other medically related diseases. There is a significant demand for these types of programmes to be facilitated in local communities where patients/participants can have direct access to medically equipped gym, halls and trained staff and over time improve their day to day living while managing their illness and significantly reducing their hospital visits / admissions.

DCC / DCSWP will do this through ongoing collaboration with the HSE, through referral programmes via hospitals, chronic diseases hubs, specialist physiotherapists, DCC Sláinte Care and other key stakeholders. DCC will continue to deliver our suite of physical activity for Health programmes through our HSE /DCC Health Promotion Development Officer and our numerous sports officers. We will also continue to grow our Community Wellness Programme managed by our Community Wellness programme manager.

Some of the programmes that target the older population include:



- Men on the Move
  - Otago Strength Programmes
  - Fall prevention Programmes
  - City Wide Chair Aerobics
  - Go for Life Games
  - Move for Health
  - Exercise & Dance programmes
  - Walking programmes,
  - Activator pole classes
  - Smoking cessation programmes,
  - Health Fairs
  - Swimming programmes such as Aqua Aerobics and lessons
  - Community Wellness Programme
- o DCC partnerships will ensure alignment across governmental and national policy and include but are not limited to:
    - i. Healthy Ireland and National Health Policy
    - ii. Slaintecare Action Plan 2023
    - iii. Department of Sport – National Sports Policy 2018-2027
    - iv. Project Ireland 2040
    - v. National Development Plan 2021-2030
    - vi. Climate Action Plan 2023
    - vii. National Sustainable Movement Policy
    - viii. NTA Active Travel Programme
    - ix. Get Ireland Active; National Physical Activity Plan
    - x. Dublin City Play Strategy 2022-2027
    - xi. The Sport Ireland Participation Plan 2021-2024
    - xii. Community Wealth Building in Dublin Plan
    - xiii. World Health Organisation’s global Action Plan for Physical Activity
    - xiv. Dublin City Council Open Water Facilities Business Plan



## Case Study: Community Maintenance Pulmonary Rehabilitation Programme



### Background:

Maintenance Pulmonary Rehabilitation programmes (mPRP) have been proven to improve exercise capacity, reduce dyspnoea and improve quality of life of individuals with COPD/Asthma compared to usual care. Furthermore, maintenance PR programmes have been shown to reduce healthcare utilisation and costs by reducing hospitalisations and emergency department presentations.

In 2019, DCC and the HSE developed and launched a Maintenance PR Programme in St. Catherine's Community Sports Centre, Marrowbone Lane with great success. The St. Catherine's programme runs alongside a Phase IV Cardiac Rehabilitation programme. In 2022, this model and programme was expanded and launched in DCC's Glin Road Sports Centre, Coolock.

### Aim of Programme:

The programme is targeted at clients with Chronic Obstructive Pulmonary Disease (COPD) who have completed traditional pulmonary rehabilitation with a Respiratory Integrated Team. It aims to support clients to maintain and improve their levels of physical activity and improve their health outcomes which aligns with the goals of the Integrated Care Programme for Chronic Disease.

### Delivery:

COPD FITT is a biweekly long term maintenance exercise class run by two exercise professionals, Celine Cully and Emma Dowling, who have been specifically certified in delivering exercises for clients with chronic lung disease. The local RIC physiotherapy team works alongside DCC staff to support the implementation and organisation of the programme and are responsible for triaging suitable clients to the COPD FITT programme.

### Outcomes:

In total 614 clients have participated in the Community Wellness Programme in 2023, 323 of which participated on the Maintenance PR programme

In May 2023, an evaluation was completed for clients who had been attending the maintenance PR programme for at least six months in Glin Road to analyse the effectiveness of the programme. A satisfaction survey was also provided to these clients and the results reviewed.

Clients with an underlying respiratory condition maintained function as demonstrated by their walking distance and lower limb strength at follow-up. In all 99.9% of clients were very satisfied with the programme and 71% of clients demonstrated a reduction in their exacerbation rate as measured by self-reported visits to GP or hospital with respiratory symptoms.



## Focus Area 4: Data & Insight Led

- I. DCC Sports & Recreation will undertake research to track and monitor activity levels in Dublin.**
  - This data will be broken down into detailed demographics like age profile, socio-economic background, activity levels, preferences for facilities and programmes, usage of facilities, participation rates in DCC programmes etc. and all data will be broken down into the five administrative sub-areas to ensure very specific data is available for each area.
  - Based on this data, DCC Sports & Recreation will be able to set programmes and initiatives that are targeted at under active groups across the city, ensuring maximum impact and best use of resources.
- II. Research will also be undertaken to review existing barriers to sport and physical activity in Dublin.**
  - By identifying barriers to sport and physical activity, DCC Sports & Recreation will be better positioned to develop plans to address said barriers.
- III. DCC Sports & Recreation will explore partnerships to assist with the aforementioned research.**
  - Potential partnerships with NGB's, NGO's, State & Semi-State Bodies as well as 3rd level Institutions and other 3rd party organisations will all be assessed.
  - A particular focus will be placed on the partnerships already established with 3rd level institutions in Dublin (TUD, UCD, Trinity & DCU) to support the research and commit to completing current research.
- IV. DCC Sports & Recreation will engage with all DCC Sports & Recreation centres, staff, sports development officers and co-funded officers to gather their observations from their day-to-day work in the community.**
  - The insights gained from those on the ground will help inform overall DCC Sports & Recreation programming and ensure it is relevant and applicable to the current needs of Dublin residents.
  - DCC Sports & Recreation centres, staff, sports development officers and co-funded officers will also be given the freedom to innovate their approach at a local level, within a controlled framework, to better achieve our collective goal of more people, more active.
- V. DCC Sports & Recreation will also engage with relevant NGB's & NGO's, particularly those representing individuals with disabilities or from a minority or marginalised background.**



- These insights will be able to inform DCC Sports & Recreation programming, the work of the two Sport Inclusion & Integration Officers (who will lead on the delivery of the sport inclusion programme to all staff and centres) and ensure that programmes and initiatives are designed and targeted to be inclusive to all.



## Focus Area 5: Marketing & Communications

- I. DCC Sports & Recreation will implement a coordinated programme of Marketing & Communications to bring greater awareness to existing DCC facilities and programming, which will include a dedicated social media strategy.**
  - Although run centrally by DCC Sports & Recreation, the programme will be supported by local activations.
  - Further marketing programmes to promote other forms of physical activity and ways to get active outside of DCC specific infrastructure and programming such as trails, greenways and cycleways will also be developed.
  
- II. Targeted campaigns will be planned at various intervals throughout the year in support of key initiatives.**
  - These initiatives will include DCC specific ones, like Sports Fest, while National campaigns, such as 'Get Ireland Active', will also be supported.
  - The intervals for these campaigns will vary from bi-weekly, monthly to quarterly, as deemed appropriate to best support the initiatives in question.
  
- III. Local 'Sports Heroes' will be identified for each of 5 DCC Administrative Areas and recognised with Lord Mayor's Awards.**
  - These 'Sports Heroes' will be used to help drive the DCC Sports & Recreation Marketing & Communications plan and ensure uptake and engagement from people in all areas of Dublin City.
  - The 'Sports Heroes' will be used as the focal point for social media campaigns and will further be deployed at in-person activations at DCC Sports & Recreation facilities and events.
  
- IV. A particular focus to be placed on raising awareness of outdoor activity and everyday forms of spontaneous physical activity such as Active Travel.**
  - This will include communicating orienteering trails in parks and on coastlines across the city.
  - Further marketing of Dublin specific initiatives, such as 'The Liffey Loop', DCC Liffey Paddle, Outdoor Orienteering programmes as well as National Campaigns, like 'Leave no trace', to be undertaken.



### Case Study: Active Cities - Marketing & Communications Best Practice

Active Cities recently produced a report on Marketing & Communications best practices for Active Cities. The 10 key insights from the report, which are outlined below, can help inform the DCC Sports Plan Marketing & Communication plan:



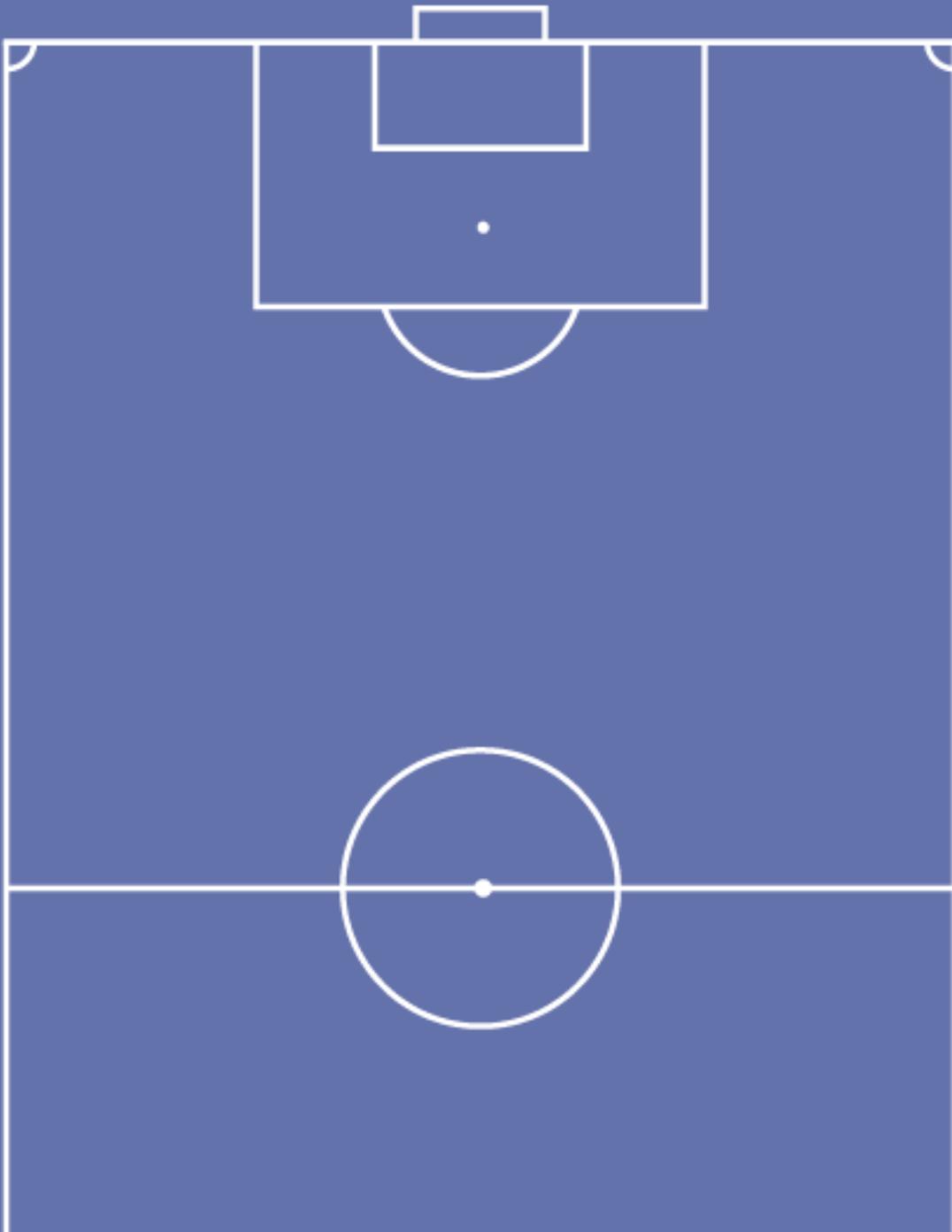
- **Word of Mouth:** Word of mouth is the highest, most effective way, of getting information out within the local community.
- **Keep it Local:** Have a local ambassador/ role model, note – this person doesn't necessarily have to be a 'sporting hero', just a person admired within the local community.
- **Get on the Ground:** People are more likely to get involved in physical activity through in-person events that get them out of the house and socialising.
- **Key Information:** Alongside indicating it is a safe and welcoming environment, you must highlight the key information (who, what, where when and how).
- **Small Steps:** Start small by implementing taster sessions and build up gradually over time.
- **Be Targeted:** It is important to tailor your approach when it comes to a marketing campaign. Ensure you are clear on your audience, their activity preferences and their key channels.
- **Be social:** Social content which provides key information is valuable.
- **Advertise Active Cities:** Even if they people don't click through them, digital advertising is an effective way to increase awareness levels of active cities which is critical.
- **Have More Conversations:** It is vital that you engage a wide stakeholder group. This can be done by developing polls, getting people talking and capturing key trends in your locality.
- **Put Active Cities on the Map:** People are willing to travel when it comes to physical activity – therefore, considerations should be given to promoting activities citywide.

#### Key Lessons for DCC Sports Plan:

Marketing and Communications of the excellent existing facilities, programmes, and staff working in DCC Sports and Recreation Division will be key to the successful implementation of the new Sports Plan.

## Pillar 3

# Organisation





## Pillar 3 Organisation

Developing a fit for purpose organisation structure (and model) to support sport and physical recreation activity in Dublin.

### What will we do?

<b>01</b>	<b>Organisation structure</b>	We will reorganise the structure of the Sports & Recreation Services Division to align with the Sports Plan and ensure there is a clear focus on the key priority areas.
<b>02</b>	<b>Cross functional working</b>	We will coordinate and work collaboratively with other DCC departments, divisions, and offices as well as other external partners, to enable delivery of the outcomes and targets within the Sports Plan.
<b>03</b>	<b>Strategic oversight</b>	We will create strategic oversight structures, processes and reporting models to ensure we continually monitor and evaluate progress on delivery of the Sports Plan.
<b>04</b>	<b>Operating model</b>	We will examine our operating model to maximise return on public funding investment whilst ensuring flexibility, agility, and efficiency in the delivery of the Sports Plan.
<b>05</b>	<b>Staff</b>	We will commit to increasing our focus on the continuous development and upskilling of our staff, to support the delivery of world class services and Sports Plan outcomes



# Focus Area: Actions

## Focus Area 1: Organisation Structure

- I. **DCC will re-design the organisation structure within the Sports & Recreation Services Division to ensure it aligns with the Sports Plan and enables the effective delivery of the target outcomes. The following are some of the key changes to be considered for the new structure:**
  - Appoint Senior Sports Officer roles (Grade 6) to oversee and manage all sport and physical recreational activities delivered by the Sports Officers and Co-Funded Officers. The current structure is too flat leading to ongoing operational issues and the risk of diluted focus. The two new Senior Sports Officers will report into the General Manager DCSWP. This will lead to greater clarity of direction, more focused line management, and enhanced consistency of operational management of Sports Officers across the five administrative areas of Dublin City. It will also provide an enhanced progression opportunity for staff;
  - Establish a local Sports Forum in each of the five administrative areas and ensure Sports Officers are allocated to one of the 5 local Sports Fora to ensure greater levels of focus, partnership, and local community engagement (see more detail below re the establishment, structure, and role of the Local Sports Forum concept);
  - Appoint two senior officers (Grade 7) with responsibility for:
    - i. Sports Plan Implementation – oversight and management of the implementation plan for the new Sports Plan. The role will take overall responsibility for coordination and delivery of the target outcomes within the plan and the programme management of the plan;
    - ii. Facilities Management – General oversight of the DCC Sports Facilities including energy management, procurement, purchasing etc. to ensure benefits of economies of scale across the different facilities, greater consistency of approach re facilities management, and strategic overview of ongoing maintenance and repair programmes for existing facilities;
  - Establish a research and evaluation capability to ensure we have detailed research data to inform decision-making, analyse trends and impact of programmes, and oversee the ongoing collation of research specific to the Dublin City area (annual contribution to research may be provided or partnerships with universities may be expanded);
  - Collaborate with the events division in the planning, coordination, and execution of relevant major projects and flagship events (including National Programmes and/or Mass Participation Events). This will ensure a more streamlined approach to running such events and enables the Sports Officers to focus on programming and local community engagement;



- Create a centralised marketing and communications team within the Sports & Recreation Services Division to oversee the delivery of effective community engagement regarding DCC facilities, programmes, events, and activities. This requires specialist digital media/marketing expertise and a more consistent approach across all DCC facilities and areas of activity;
- Review current administrative teams and functions across the Sports and Recreation Services Division ensuring consolidation of efforts, optimising of resources, and provision of enhanced support services to the department through:
  - iii. Enhanced efficiency: by sharing resources and expertise, the merged team will operate more efficiently, reduce duplication of effort, and reduce administrative cost;
  - iv. Increased impact: The combination of both administration teams will allow for a broader reach within the community and enable the department to better address the diverse needs and interests of the public;
  - v. Streamlined decision-making: The merged administration team will enable more streamlined and cohesive decision-making. This in turn, will lead to greater focus, setting of clear objectives, and aligning of efforts towards common goals of the new Sports Plan.
- Establish a Programming, Education, and Training team with a focus on designing and implementing community programmes, educational initiatives, and staff training linked to the new Sports Plan;
- Support the Play Strategy Officer where appropriate in the delivery of the Play Strategy. This role will be responsible for driving and implementing the Play Strategy.

**II. DCC will create an internal Local Sports Fora in each of the five administrative areas within Dublin City Council. The Local Sports Fora will meet on a regular basis (at least quarterly) and will ensure the ‘on the ground’ local delivery of the Sports Plan is effective and act as a mechanism for providing feedback, identifying local need, ensuring support for programmes/initiatives locally, raise awareness of activity, and generally create close links and effective engagement with the local community regarding sports and recreation activity. The Local Sports Fora will be made up of all relevant internal DCC services including:**

- DCC Sports & Recreation staff;
- DCC Planning;
- DCC Housing & Community Services;
- DCC Parks;
- DCC Environment;



- DCC Active Travel
- Active City coordinator;
- Health Officials (e.g. Health Promotion Officer);
- Any other representatives deemed appropriate.

**III. The Local Sports Fora (LSF) will have an ‘on the ground’ focus and remit and will support the practical rollout of programmes and initiatives in their local area and provide links to the relevant community groups and bodies active within the area. The LSF will provide regular updates and seek input from their Local Area Committee on an ongoing basis.**

**IV. DCC will review and redefine the structure and relationship between DCC and Sport Ireland to develop a bespoke model which reflects the unique characteristics of Dublin City. Sport Ireland supports getting people active and engaged in sport and physical activity through the Local Sports Partnership (LSP) Model. DCSWP is the DCC vehicle for the Sport Ireland LSP model. In reviewing the role of DCSWP as an LSP we will:**

- Establish an agreement with Sport Ireland to have a DCC sports service that delivers relevant national programmes and initiatives within the context of the local strategic vision set out in this plan and proper governance structures;
- Develop a pre-agreed programme of activity and funding support from Sport Ireland for relevant initiatives to enable these to align and support other programmes, projects, and initiatives outlined within the new Sports Plan.
- Review existing structures and responsibilities of DCSWP Board and Active City Steering Group to bring forward potential rationalisation proposals and to empower greater active participation and partnerships between members.



## Focus Area 2: Cross Functional/Partnership Model

- I. **DCC will operate through a partnership model to engage relevant partners (internal and external) to support the delivery of the new Sports Plan;**
  - We will work closely with local partners through the Local Sports Forum structure outlined above.
  - We will establish cross department, division and office collaboration, as necessary, within DCC to ensure greater levels of coordination and collaboration to deliver on the Sports Plan and to align the Sports Plan with other plans and policies within DCC.
- II. **DCC will explore additional support and collaboration with Comhairle na nÓg. Engaging with the group to help identify barriers/challenges, raise issues, identify opportunities/ideas, provide feedback on what is working / not working, and to have a say in how we develop and evolve sports and recreation activity in Dublin City.**
- III. **DCC will recruit ‘Active Dublin Ambassadors’ in each of the five administrative areas to increase awareness, visibility, and engagement around sport, recreation, and physical activity.**
  - These community-based ambassadors will be linked to the Local Sports Forum in their area and will help be the public face of DCC Sports & Recreation programmes and initiatives in these areas.
- IV. **DCC will ensure there is clarity of roles and responsibilities regarding planning with respect to open spaces and city landscape to enable sports and recreation to have a voice in discussions for future plans for these public spaces.**
- V. **DCC will provide regular status updates and communications around our new Sports Plan with DCC departments, divisions and offices as well as DCC Area Committees and general public updates to ensure there is greater visibility and awareness of planned programmes, initiatives and activities and ongoing monitoring of delivery throughout the lifetime of the Sports Plan.**



# Placeholder for case study on Dublin Sportsfest

## Focus Area 3: Strategy Oversight

- I. **DCC will appoint a dedicated senior officer (Grade 7) to oversee the implementation of the Sports Plan;**
  - This role will report directly to the Head of the DCC Sports & Recreation Services Division and will be responsible for planning, coordination, and management of the implementation of the Sports Plan.
  
- II. **DCC will support and reinforce an Active Dublin strategy by planning, coordinating, and overseeing the rollout of this strategy, through:**
  - Establishing an 'Active Dublin City' focus within our existing Steering Group;
  - Ensuring there is cross-functional representation within the group from all applicable DCC departments, divisions, and offices as well as from relevant state bodies;
  - Taking responsibility for achieving 'Active City' status for Dublin City (as outlined in Pillar 2 above);
  - Developing a comprehensive 'Active Dublin City' programme;
  - Creating an 'Active Dublin' brand identity and a series of sub-brands to support the range of 'Active' related programmes outlined above.
  - Reviewing best practice initiatives from other 'Active city' programmes;
  
- III. **DCC will initially utilise the M1 (single item measure) – an internationally validated self-report measure - as the primary measure to track rates of participation in sport and physical activity. The measure tracks the scale of those that report themselves to be 'Inactive', 'Somewhat Active' or 'Active'. However, through our partnerships and data model commitment we will investigate the unique KPI's measure needed to accurately represent activity levels in Dublin City.**
  
- IV. **DCC will carry out interim reviews of the Sports Plan in Years 2 and 4 of implementation.**



## Focus Area 4: Operating Model

DCC have within its sports portfolio a range of facilities, including leisure centres, recreation and community centres, swimming pools etc. All but three of these facilities are directly managed by DCC (this is unique within local authorities in Ireland). Our ethos is to provide essential recreational services to the communities in Dublin City who might otherwise not have the opportunity to avail of them. DCC provides significant investment to fund these services and to ensure that they are affordable, particularly in economically disadvantaged areas of the city.

DCC established Swan Leisure Ltd (a not-for-profit company) to manage under licence the Swan Leisure Centre in Rathmines. The Board of Swan Leisure Ltd is made up of the executive and elected members of the City Council. All other Local Authority Leisure Centres in Ireland are managed by similar Limited Companies. Services provided directly by DCC have from time-to-time been impacted by the labour market, supply chain issues and Local Authority structures often not best suited to the type of service delivery required to maximise services to local communities in our facilities.

- I. DCC will review the feasibility of extending the ‘Swan Centre’ operating model to other DCC Sports Facilities where possible on a pilot basis.**
  - A feasibility study will be undertaken in Year 1 to identify suitable pilot centre for this model with the objective of increasing usage significantly while freeing up existing staff to focus on programming activity.
  - All new centres should be set up with the ‘Swan Model’ already in place;
- II. DCC will ensure there are sports officers in each of the five administrative areas, in line with the recommendations in the Programming Pillar above, to increase effectiveness of programme provision in each of the areas through the and to help drive activity relating to the Active Dublin City plan.**
- III. DCC will re-focus the role of Sport Officers to emphasise the importance of the ‘boots on the ground’ nature and the impact and effectiveness of community engagement in delivering on the target outcomes in the Sports Plan.**
- IV. DCC will set clear outcomes and targets for the Sports Officer – with the primary target being the M1 single measure target – to ensure greater focus on impact and to enable them to prioritise their work to deliver against the agreed outcomes and targets.**
- V. DCC will establish regular forums for Sports Officers to share knowledge, ideas, best practice and to focus on learning from each other to drive better outcomes in their roles.**



### Case Study: Operating Model – Swan Leisure



#### Swan Centre Operating Model

DCC is an outlier to other local authorities who in the main operate to an outsourced model for their sports centres. The 'Swan' Operating Model is an example of an operating model in Dublin City Council which combines both the outsourcing of the management and operations of the leisure centre while retaining the governance and oversight centred around the community.

Swan leisure is a not-for-profit model with a focus and purpose on community engagement and increased physical activity. Prices at Swan Leisure are set by Dublin City Council, there are two DCC representatives on the board and Swan pays rent to DCC for the building. Swan decides rates to pay staff and has total autonomy for programming and scheduling once it is ensured that public accessibility and the goal of getting the community active is being met.

The 'Swan' operating model is currently in use at two DCC owned facilities: Swan Leisure Rathmines, a gym and pool facility, and Swan Leisure Crumlin, a standalone pool facility.

#### Benefits include:

**Agility & Flexibility:** The 'Swan' Operating Model has the agility and flexibility of a commercial entity through its programmes and operations while

staying in line with the subsidised offerings and providing essential sports and recreation services to the people of Dublin .

**Expanded Public Access and Service Offering:** One of the key benefits of the Swan Model is increased public access. The Swan Model far exceeds the DCC run centres in terms of public access time. There is also a more enhanced service offering on offer in the Swan Centres than in comparison to other DCC Centres.

**Better Financial Performance:** The Swan Centres are both posting positive operational surpluses while their DCC counterparts recorded negative deficits. Given that Swan centres operate with a 'not-for-profit' approach, this meant that the operational surpluses generated could be reinvested in the centres leading to their improvement and development.

**Staff Recruitment & Retention :** Owing to their employment structure, the Swan Centres are far better at attracting and retaining staff than DCC centres, particularly those with the skills and training for in-demand services. The centres provide better opportunity for staff development and retention. Overall numbers of staff employed are significantly higher in comparison to other DCC centres (whilst still generating operating surpluses).

#### Key Lessons for DCC Sports Plan:

There are different options available to DCC Sports & Recreation in terms of how the various Leisure and Recreation Centres are run. DCC will explore the feasibility of extending the 'Swan' operating model where appropriate to other centres.



## Focus Area 5: Staff

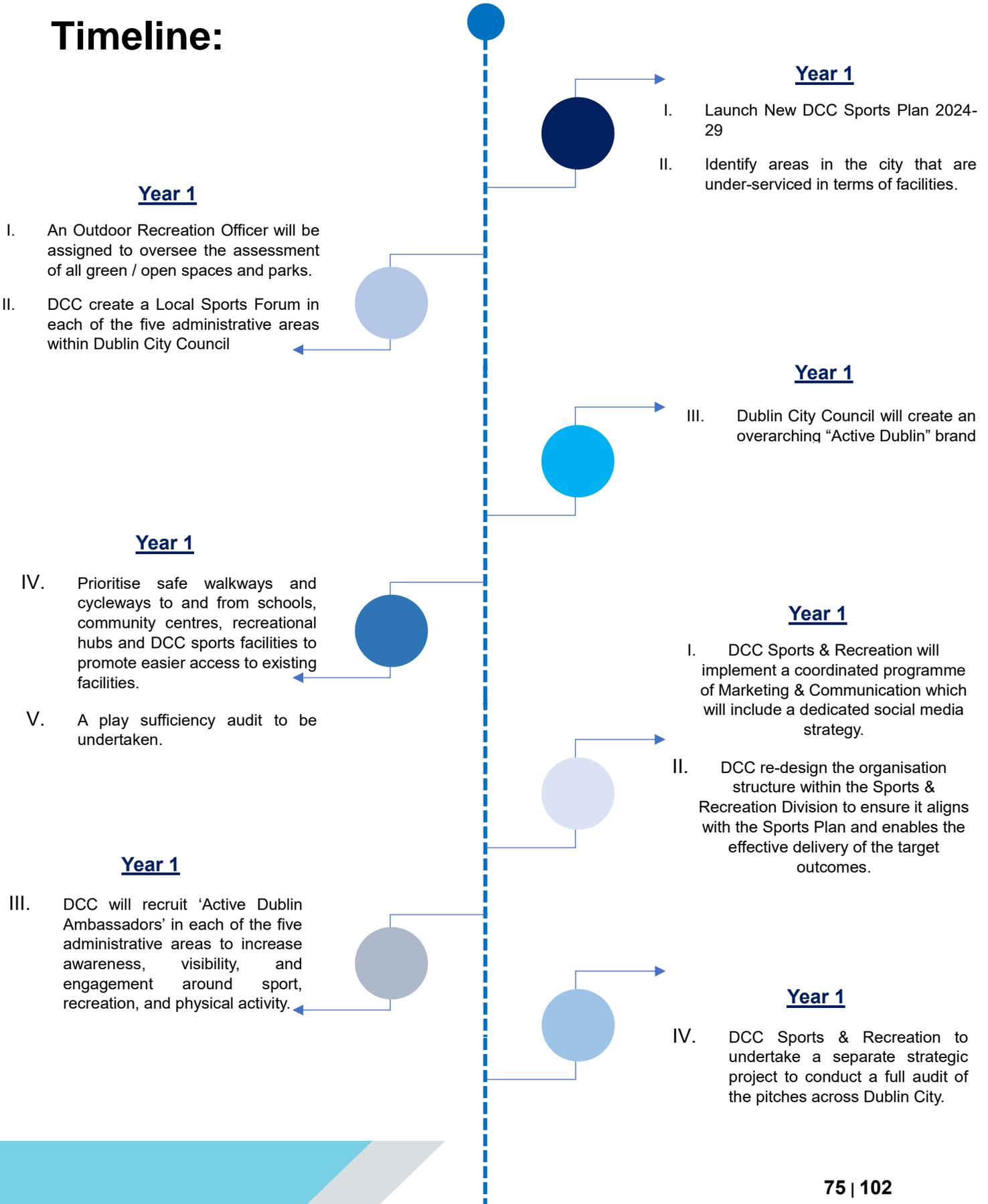
- I. **Under the new organisation model increased agility and flexibility in our staff is a priority to meet our programming aspirations, to keep our employees engaged and to meet the needs of the people of Dublin.**
  - Opportunities will be sought for DCC Sports & Recreation staff to engage in different activities, facilities and/or in different roles where suitable and sought after.
  - Key interests of our staff, in relation to sports and recreation, will be supported and nourished where possible.
  - New and accessible paths to development and promotion within the DCC Sports & Recreation facilities will be explored to ensure our staff see the potential of career-growth with us at Dublin City Council.
  
- II. **Our staff are the biggest asset to our efforts to get the people of Dublin more active, more often. Continued investment in our staff is a key priority in delivery of this strategy.**
  - The expansion of existing staff training and development programmes within the DCC Sports & Recreation Services Division will be explored.
  - Support for specialist skills/training in areas of interest (such as pilates, yoga, dance, personal training) will be reviewed and accessibility to these pathways improved and expanded.
  - DCC will continue to engage and foster a transparent relationship with our staff with an open feedback rich culture ensuring our people can trust and engage with us as a sought after and secure workplace.

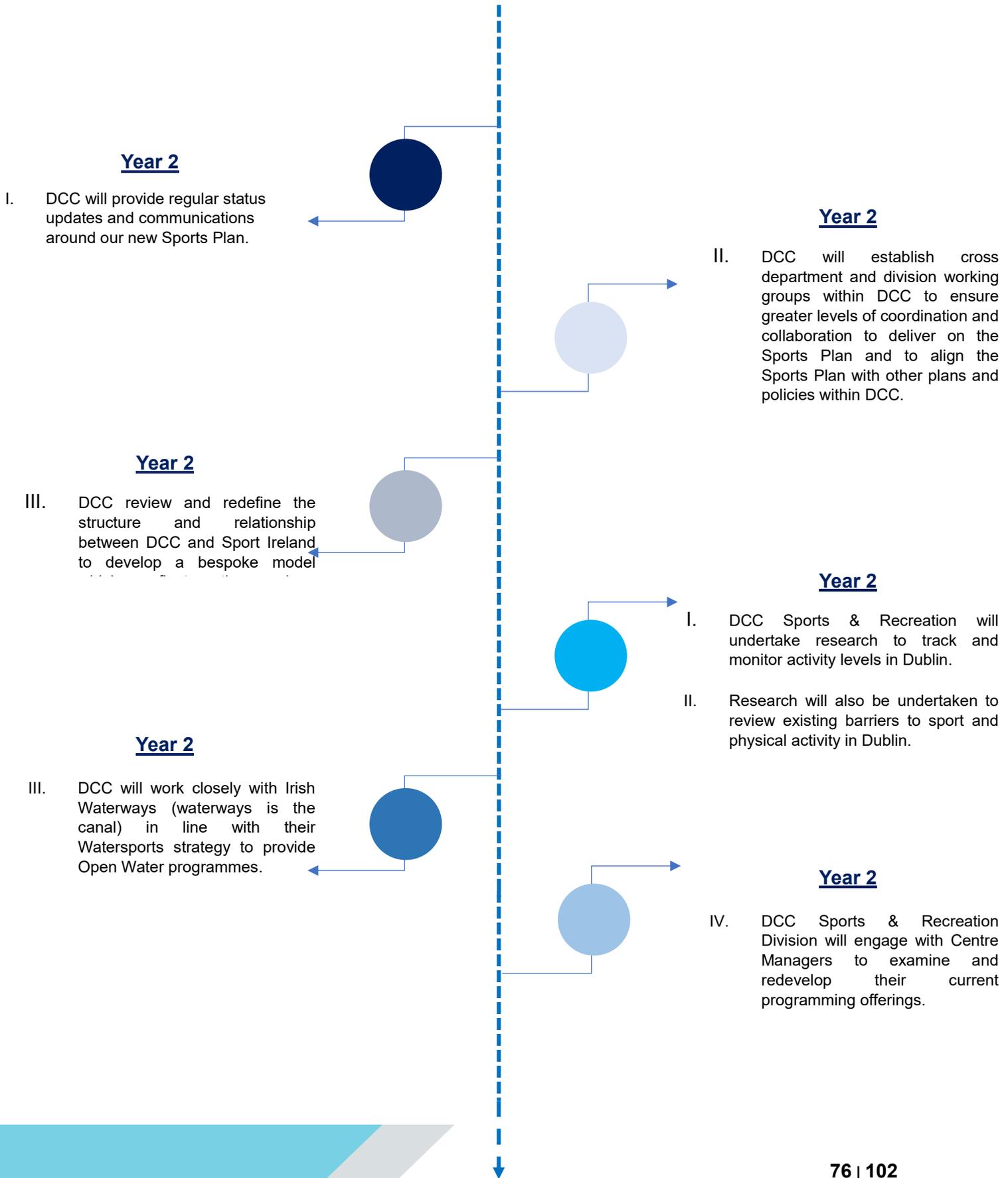
# Implementation





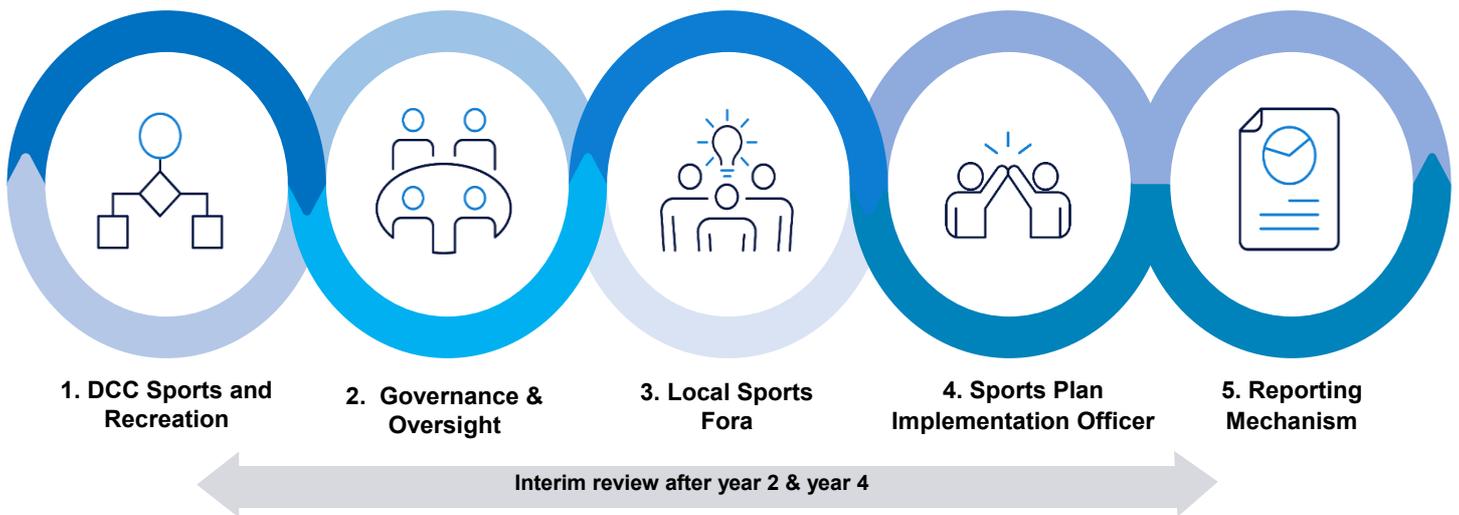
# Timeline:





## Delivery Structure:

The successful implementation of the new DCC Sports Plan 2024-29 is the responsibility of a variety of stakeholders:



- The **primary responsibility** of the new Sports Plan will lie with **DCC's Sports & Recreation Services Division**.
- DCC will explore options in relation to the implementation of the plan with respect to the roles of **Dublin City Sport and Wellbeing Partnership Advisory Board** and **Active Cities Steering Committee**.
- Appropriate **governance and oversight** structures and processes will be in place that are fit for purpose for DCC.
- The **Local Sports Fora** will support DCC's Sport & Recreation Services Division in ensuring local implementation and delivery of the new Sports Plan.
- A **Sports Plan Implementation Officer** will be appointed to oversee the implementation of the plan with provisions for requisite **budgetary allocation** to oversee the overall success of the initiative.
- The Sports Plan 2024-2029 will develop and incorporate appropriate **reporting mechanisms** to ensure accurate monitoring and progress reporting of the various goals and objectives outlined in the plan. There will be **interim review processes** in year 2 and year 4 of the DCC Sports Plan 2024-29.



# Appendices

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## Appendix 1

# In-depth Timeline for Actions

	Date	



Pillar	Focus Area	Key Action	Timeline
<i>Irish Language</i>	Irish Language Inclusion	DCC Sports & Recreation will increase opportunities for the people in Dublin City to participate in physical activity through the Irish Language	Ongoing
<i>Infrastructure</i>	DCC Sports & Recreation Facilities	DCC Sports & Recreation will identify areas in the city that are under-served in terms of facilities using the strategic mapping tool. Once identified these areas will be prioritised for strategic investment.	Year 1
<i>Infrastructure</i>	DCC Sports & Recreation Facilities	An ongoing programme of maintenance and enhancement is to be delivered under the current DCC Capital Programme.	Ongoing
<i>Infrastructure</i>	DCC Sports & Recreation Facilities	DCC Sports & Recreation will deepen collaboration with all relevant Council departments, divisions, and offices.	As Required
<i>Infrastructure</i>	DCC Sports & Recreation Facilities	The rolling capital investment programme, which allocates major capital to large projects over a three-year period will continue with works already planned for Dalymount Park, Irishtown, etc.	Year 1
<i>Infrastructure</i>	DCC Sports & Recreation Facilities	DCC will ensure all new capital investment and capital improvements to existing infrastructure will provide for opportunities for improved access for people of all abilities.	Year 1
<i>Infrastructure</i>	DCC Sports & Recreation Facilities (sub point)	DCC Sports & Recreation will collaborate in the development of infrastructural improvements within the context of the goals and objectives outlined in Dublin City Council's drive to become the first autism friendly capital city in the world, including examining the provision of sensory rooms. Infrastructure and programmes.	Ongoing
<i>Infrastructure</i>	Green/Open Spaces	DCC Sports & Recreation will invest in safe and good quality recreational facilities, enriching public spaces throughout Dublin City. Imaginative and planned use of public spaces will be championed by DCC Sports & Recreation in collaboration, particularly in the delivery by DCC Parks, DCC Planning as well as other relevant departments, divisions, and offices.	Ongoing
<i>Infrastructure</i>	Green/Open Spaces	DCC Sports & Recreation will use the mapping tool to accurately map and record facilities & infrastructure available. This will assist their purpose of a more active, more often Dublin City.	Year 1
<i>Infrastructure</i>	Green/Open Spaces	An Outdoor Recreation Officer will be assigned to oversee the assessment of all green / open spaces and parks.	Year 1
<i>Infrastructure</i>	Green/Open Spaces	An assessment of green / open spaces and parks within Dublin City is to be carried out to investigate the opportunities available for physical and recreation activities.	Year 1



<i>Infrastructure</i>	Green/Open Spaces	DCC will explore extending the national play day, held annually in Merrion Square, to other parks within Dublin City for a city-wide event accessible to the majority of residents and visitors.	Year 1
<i>Infrastructure</i>	Green/Open Spaces	To Support the implementation of the Play Strategy, DCC Sports & Recreation will collaborate with DCC Parks in their undertaking of a play sufficiency audit.	Year 1
<i>Infrastructure</i>	Green/Open Spaces	DCC Sports & Recreation to pilot a Cycle School to provide the community skills in both recreational and practical cycling skills with an emphasis on safety. Skills in roadway navigation and vehicle and pedestrian awareness will be taught.	Year 1
<i>Infrastructure</i>	Pitches	DCC to undertake a full audit of the DCC pitches across Dublin City.	Year 1
<i>Infrastructure</i>	Pitches	A feasibility study will be carried out to explore potential partnerships with schools through the Dept. of Education and other public bodies/institutions which may have underleveraged pitches available to help service the demand for DCC pitches. The study will focus on opportunities for both the rental of existing facilities as well as potential co-funded schemes for future developments.	Year 1
<i>Infrastructure</i>	Pitches	DCC to ensure all future development plans (e.g., housing and office developments) include provision for adequate sport and recreation spaces and facilities.	Ongoing
<i>Infrastructure</i>	Pitches	DCC will implement a strategic programme for the provision of new and the upgrade of existing all-weather pitches in accordance with the allocation of an €8m capital investment fund as part of the DCC Capital Programme.	Ongoing
<i>Infrastructure</i>	Waterways	DDC Sports & Recreation to use the mapping tool to highlight all pools, waterways, coastline, canals & rivers available in Dublin City and to identify potential opportunities for usage for sports and recreation activity.	Year 1
<i>Infrastructure</i>	Waterways	A feasibility study into the possibility of modular pools, portable swimming pools, public lidos and baths in Dublin City is to be carried out with due reference given to relative examples from other cities.	Year 2
<i>Infrastructure</i>	Waterways	DCC Sports & Recreation to assign an Outdoor Recreation Officer to oversee the assessment of all pools, waterways, coastlines canals and rivers.	Year 1
<i>Infrastructure</i>	Waterways	The DCC Open Water Facilities Plan, which is currently being developed, will be implemented in full once complete. As per the Plan's emerging strategy, the aim will be to get more people active on our waterways including rivers, canals, Docklands, beaches, and open water areas.	Ongoing



<i>Infrastructure</i>	Forward Planning	DCC to prioritise safe walkways and cycleways to and from schools, community centres, recreational hubs and DCC sports facilities to promote easier access to existing facilities.	Ongoing
<i>Infrastructure</i>	Forward Planning	Continuous walking, cycling and water route(s) will be established around Dublin City under the Active Dublin banner.	Ongoing
<i>Infrastructure</i>	Forward Planning	DCC Sports & Recreation to assign an Outdoor Recreation Officer to oversee the assessment of all roads, streets, paths, and cycle lanes.	Year 1
<i>Infrastructure</i>	Forward Planning	DCC Sports & Recreation to ensure their inclusion and input on all major capital projects in DCC, on local areas plans and masterplans, and social and community planning/audits for large housing developments.	Ongoing
<i>Infrastructure</i>	Forward Planning	As per the Play Strategy, DCC will support a play sufficiency audit which will help inform the development of an 'Active Streets' plan, which will aim to cultivate playful streets through the promotion of hopscotch and other spontaneous installations.	Year 1
<i>Infrastructure</i>	Forward Planning	DCC Sports & Recreation to identify funding sources, such as the outdoor recreation infrastructure scheme, to support some of the planned initiatives across the city.	Ongoing
<i>Infrastructure</i>	Environmental Sustainability & Energy Management	DCC will comply to the Climate Action Plan 2019 carbon and energy emission targets in the delivery of the initiatives and programmes in the new DCC Sports Plan 2024-29.	Ongoing
<i>Infrastructure</i>	Environmental Sustainability & Energy Management	DCC will align to the existing Pathfinder Programme which is key to the implementation of the National Sustainable Mobility Policy.	Ongoing
<i>Infrastructure</i>	Environmental Sustainability & Energy Management	DCC will ensure there is a sustainability focused on all Sports and Recreation Services Infrastructure Development projects.	Ongoing
<i>Infrastructure</i>	Environmental Sustainability & Energy Management (sub point)	DCC will complete a decarbonisation assessment of other smaller recreational facilities, creating a road map for decarbonisation and reduction/elimination of all fossil based systems.	Ongoing
<i>Infrastructure</i>	Environmental Sustainability & Energy Management	DCC will ensure all retrofitting and maintenance work on DCC Sports & Recreation facilities will be environmentally and energy conscious.	Ongoing
<i>Infrastructure</i>	Recreation Centres	DCC will review and the current annual plan for Rec. Centres in order to develop a five year strategic plan.	Year 2



<i>Infrastructure</i>	Recreation Centres	DCC will ensure an individual programme for each recreation centre will be developed.	Ongoing
<i>Programming</i>	Active Dublin	Dublin City Council will work collaboratively with Active Cities Dublin to achieve Global Active City Label status under the GAPPa framework in an agreed upon timeframe.	Ongoing
<i>Programming</i>	Active Dublin	As part of the above collaboration, the Active City steering committee will work with DCC Staff to co-ordinate efforts in each of the 5 administrative sub-areas.	Ongoing
<i>Programming</i>	Active Dublin	Dublin City Council's Active City Initiatives will include an annual seminar to share examples of best practice, introduce new initiatives for the year ahead, provide evidence-based updates on programming to date and report on progress towards achieving the Global Active City Status.	Annually
<i>Programming</i>	Active Dublin	Dublin City Council will twin with another Active City globally who have achieved GAPPa certification and will engage with them for mentoring, knowledge sharing and exchanging best practice.	Ongoing
<i>Programming</i>	Active Dublin	Dublin City Council will create an overarching "Active Dublin" brand with several sub-brands. This will provide a range of platforms for the rollout and implementation of programmes, initiatives, plans, resources, tools, and templates tied to the 'Active' concept within and outside of DCC.	Year 1
<i>Programming</i>	Active Dublin	Active Travel will be a key element of the Active Dublin brand with an emphasis on creation of improved opportunities for sustainable, active transport throughout the city.	Year 1
<i>Programming</i>	Target Groups	Dublin City Council will use the Sport Ireland Act 2015 Definition of physical activity in determining potential range of activities covered by the Sports & Recreation Services Division programmes and initiatives which includes a broad scope of sport and physical activity;	Ongoing
<i>Programming</i>	Target Groups	School aged children will be a key target group of this strategy. Active Schools programmes will continue to be delivered as a consistent feature in the school calendar.	Year 2
<i>Programming</i>	Target Groups	DCC will identify up and coming new innovative programmes for schools and continue to enhance the suite of core programmes that we currently offer to primary and secondary schools within 5 administrative areas of Dublin City.	Year 1
<i>Programming</i>	Target Groups	DCC will explore the development of a Well-Being Week for children and teenagers with other relevant stakeholders.	Year 1



<i>Programming</i>	Target Groups	DCC Sports & Recreation will focus activities on target groups with a propensity to be less active.	Ongoing
<i>Programming</i>	Target Groups	DCC Sports & Recreation will engage with Centre Managers to examine and redevelop their current programming offerings.	Year 1
<i>Programming</i>	Target Groups	DCC will work closely with Waterways Ireland in line with their recently developed 10-year strategy to provide relevant water-based programmes.	Ongoing
<i>Programming</i>	Partnerships	DCC will enable partnerships and implement a mass participation events programme.	Year 2
<i>Programming</i>	Partnerships	DCC will examine and develop proposals with key stakeholders to host a bi-annual sport and physical activity conference/seminar for the purpose of promoting and aligning on plans, ideas, and initiatives for the area throughout the year.	Year 2
<i>Programming</i>	Partnerships	Five Local sports fora (see Organisation Pillar) will be leveraged as a local implementation structure for the Sports Plan.	Ongoing
<i>Programming</i>	Partnerships	All future DCC development plans, both internal to then Sport & Recreation Services Division, as well as from other divisions, offices, and departments such as Planning, will have consideration for local needs in relation to sport and physical activity.	Ongoing
<i>Programming</i>	Partnerships	DCC Sports & Recreation will empower communities to help run programmes themselves.	Ongoing
<i>Programming</i>	Partnerships	DCC will place an emphasis on creating leaders in the community.	Ongoing
<i>Programming</i>	Partnerships	Sport Officers in each of the five areas will gather information on affiliated clubs to better understand how areas are being serviced and to create a communication channel and a network of clubs.	Year 1
<i>Programming</i>	Partnerships	DCC Sports & Recreation will focus on key partnerships and alignments to existing plans which have relevance to Sport and Recreation. DCC Sports & Recreation will commit to seeking out and actively engaging with the individuals with responsibility for these strategies, inside and outside of DCC and create productive working relationships and regular contact with each.	Year 1
<i>Programming</i>	Partnerships	DCC Sports & Recreation will place significant importance on their partnerships with NGB's.	Ongoing



<i>Programming</i>	Partnerships	DCC Sports & Recreation will work in close collaboration with DCC Parks in relation to future programming and infrastructure development.	Ongoing
<i>Programming</i>	Partnerships	DCC Sports & Recreation recognise the impact of sport and physical activity is far reaching and will effectively engage with relevant partners, bodies and policies that have a remit of sport and physical activity.	Ongoing
<i>Programming</i>	Data & Insight Led	DCC Sports & Recreation will undertake research to track and monitor activity levels in Dublin.	Year 2
<i>Programming</i>	Data & Insight Led	Research will also be undertaken to review existing barriers to sport and physical activity in Dublin.	Year 2
<i>Programming</i>	Data & Insight Led	DCC Sports & Recreation will explore partnerships to assist with the aforementioned research.	Year 1
<i>Programming</i>	Data & Insight Led	DCC Sports & Recreation will engage with all DCC Sports & Recreation centres, staff, sports development officers and co-funded officers to gather their observations from their day-to-day work in the community.	Ongoing
<i>Programming</i>	Data & Insight Led	DCC Sports & Recreation will also engage with relevant NGB's & NGO's, particularly those representing individuals with disabilities or from a minority or marginalised background.	Ongoing
<i>Programming</i>	Marketing & Comms	DCC Sports & Recreation will implement a coordinated programme of Marketing & Communications to bring greater awareness to existing DCC facilities and programming, which will include a dedicated social media strategy.	Year 1
<i>Programming</i>	Marketing & Comms	Targeted campaigns will be planned at various intervals throughout the year in support of key initiatives.	Ongoing
<i>Programming</i>	Marketing & Comms	Local 'Sports Heroes' will be identified for each of 5 DCC Municipal Areas and recognised with Lord Mayor's Awards.	Year 1
<i>Programming</i>	Marketing & Comms	A particular focus to be placed on raising awareness of outdoor activity and everyday forms of spontaneous physical activity such as Active Travel.	Ongoing
<i>Organisation</i>	Organisation Structure	DCC will re-design the organisation structure within the Sports & Recreation Services Division to ensure it aligns with the Sports Plan and enables the effective delivery of the target outcomes.	Year 1



<i>Organisation</i>	Organisation Structure	DCC will create an internal Local Sports Fora in each of the five administrative areas within Dublin City Council. The Local Sports Fora will meet on a regular basis (at least quarterly) and will ensure the 'on the ground' local delivery of the Sports Plan is effective and act as a mechanism for providing feedback, identifying local need, ensuring support for programmes/initiatives locally, raise awareness of activity, and generally create close links and effective engagement with the local community regarding sports and recreation activity.	Year 1
<i>Organisation</i>	Organisation Structure	The Local Sports Fora (LSF) will have an 'on the ground' focus and remit and will support the practical rollout of programmes and initiatives in their local area and provide links to the relevant community groups and bodies active within the area. The LSF will provide regular updates and seek input from their Local Area Committee on an ongoing basis.	Year 1
<i>Organisation</i>	Organisation Structure	DCC will review and redefine the structure and relationship between DCC and Sport Ireland to develop a bespoke model which reflects the unique characteristics of Dublin City. Sport Ireland supports getting people active and engaged in sport and physical activity through the Local Sports Partnership (LSP) Model. DCSWP is the DCC vehicle for the Sport Ireland LSP model.	Year 2
<i>Organisation</i>	Cross Functional/Partnership Model	DCC will operate through a partnership model to engage relevant partners (internal and external) to support the delivery of the new Sports Plan.	Ongoing
<i>Organisation</i>	Cross Functional/Partnership Model	DCC will explore additional support and collaboration with Comhairle na nÓg. Engaging with the group to help identify barriers/challenges, raise issues, identify opportunities/ideas, provide feedback on what is working / not working, and to have a say in how we develop and evolve sports and recreation activity in Dublin City	Ongoing
<i>Organisation</i>	Cross Functional/Partnership Model	DCC will recruit 'Active Dublin Ambassadors' in each of the five administrative areas to increase awareness, visibility, and engagement around sport, recreation, and physical activity.	Year 1
<i>Organisation</i>	Cross Functional/Partnership Model	DCC will ensure there is clarity of roles and responsibilities regarding planning with respect to open spaces and city landscape to enable sports and recreation to have a voice in discussions for future plans for these public spaces	Ongoing
<i>Organisation</i>	Cross Functional/Partnership Model	DCC will provide regular status updates and communications around our new Sports Plan with DCC departments, divisions and offices as well as DCC Area Committees and general public updates to ensure there is greater visibility and awareness of planned programmes, initiatives and activities and ongoing monitoring of delivery throughout the lifetime of the Sports Plan.	Quarterly



Organisation	Strategy Oversight	DCC will appoint a dedicated senior officer (Grade 7) to oversee the implementation of the Sports Plan.	Year 1
Organisation	Strategy Oversight	DCC will support and reinforce an Active Dublin strategy by planning, coordinating, and overseeing the rollout of this strategy.	Year 1
Organisation	Strategy Oversight	DCC will initially utilise the M1 (single item measure) – an internationally validated self-report measure - as the primary measure to track rates of participation in sport and physical activity. The measure tracks the scale of those that report themselves to be 'Inactive', 'Somewhat Active' or 'Active'. However, through our partnerships and data model commitment we will investigate the unique KPI's measure needed to accurately represent activity levels in Dublin City.	Ongoing
Organisation	Strategy Oversight	DCC will carry out interim reviews of the Sports Plan in Years 2 and 4 of implementation.	As Required
Organisation	Operating Model	DCC will review the feasibility of extending the 'Swan Centre' operating model to other DCC Sports Facilities where possible on a pilot basis.	Year 1
Organisation	Operating Model	DCC will ensure there are sports officers in each of the five administrative areas, in line with the recommendations in the Programming Pillar above, to increase effectiveness of programme provision in each of the areas through the and to help drive activity relating to the Active Dublin City plan.	Year 1
Organisation	Operating Model	DCC will re-focus the role of Sport Officers to emphasise the importance of the 'boots on the ground' nature and the impact and effectiveness of community engagement in delivering on the target outcomes in the Sports Plan.	Year 1
Organisation	Operating Model	DCC will set clear outcomes and targets for the Sports Officer – with the primary target being the M1 single measure target – to ensure greater focus on impact and to enable them to prioritise their work to deliver against the agreed outcomes and targets.	Quarterly
Organisation	Operating Model	DCC will establish regular forums for Sports Officers to share knowledge, ideas, best practice and to focus on learning from each other to drive better outcomes in their roles.	Year 3

## Appendix 2

# Project Scope & Approach

## Scope of the Dublin City Council Sports Plan 2024-2029

Below is the detailed project brief and scope for the DCC Sports Plan 2024-2029 project provided by Dublin City Council:

<b>DCC Infrastructure Requirements;</b>	<ul style="list-style-type: none"> <li>▪ Identify areas of the city that show potential for Sporting Hubs</li> <li>▪ Operational Model Review (incl. Cost Benefit Analysis, Business Plan, Pricing Structure, Facility Management Arrangements, Potential Partnerships etc...)</li> <li>▪ Sustainability / Energy Management / Environmental Considerations</li> <li>▪ Facilities audit (to include identification of upgrade requirements)</li> <li>▪ Rationalisation of current facilities</li> <li>▪ DCC Capital Programme – suggested schedule of works.</li> </ul>
<b>DCC Policy &amp; Programming Requirements;</b>	<ul style="list-style-type: none"> <li>▪ Review and analysis of current offering in terms of programmes &amp; services (to include a critical review of DCSWP’s ongoing participation in the promotion of national physical activity campaigns &amp; initiatives and the value of same versus resources put in</li> <li>▪ Review of DCSWP, it’s staff structure and a critical analysis of how well it is functioning within the current model i.e., a member of the nationwide LSP network (Sport Ireland) while also sitting within DCC’s CRES Department’s</li> <li>▪ Co-funded Development Officer Model – how well is this working? Review of Heads of Agreements etc...</li> </ul>
<b>Sports &amp; Recreation Strategy Requirements;</b>	<ul style="list-style-type: none"> <li>▪ Alignment and synergies with pre-existing national and corporate policies/plans</li> <li>▪ Stakeholder engagement / Review of current stakeholder landscape</li> <li>▪ Community Wealth Building</li> <li>▪ Active Cities</li> <li>▪ Gap Analysis (both in terms of Infrastructure and programme provision)</li> <li>▪ Future population growth</li> <li>▪ Funding</li> <li>▪ Accessibility</li> <li>▪ Community Engagement</li> <li>▪ Examination of current recruitment methods</li> <li>▪ Review of Staff training</li> <li>▪ Barriers to participation in sport &amp; physical activity and recommendations to address this.</li> <li>▪ Emerging trends / opportunities in the sphere of sport &amp; physical activity</li> <li>▪ Marketing &amp; Communications Plan</li> <li>▪ KPI Review – how do we measure success? Baseline data / qualitative v quantitative</li> <li>▪ Action Plan incorporating the key insights, conclusions, recommendations, and realistic, measurable actions</li> </ul>



## Approach Methodology



Review of existing DCC policies and frameworks.

Benchmarking of best practice from municipal sports plans worldwide.

Incorporation of national and local sports, physical activity, and participation policies.

**Interviews:** 44 Interviews with various stakeholders

**Workshops:** 5 x 120-minute strategy workshops

**Surveys:** 3 Surveys launched, collated, and analysed - Public (1,267), Facility User (200) and NGB/NGO (38)

Following stakeholder consultation, a detailed summary analysis report was developed which established the strategic needs of the Sports Plan.

Following this, several workshop sessions to discuss the emerging summary report were held to finalise the purpose vision and mission of the initiative.

The final Dublin City Sports Plan 2024-2029 Strategy was reviewed and iterated and submitted for sign off January 2024.

## Stakeholder Consultation

**65** Interviews & Meetings



In total, **65** collaborative engagements were facilitated throughout the strategy development process.

These engagements included meetings with both internal and external strategically identified partners.

(See Appendix for full list of collaborative engagements).

**1,505** Survey Responses



There were **1,505** responses to various surveys launched throughout the development of the new sports plan:

Public - 1,267 responses

Facility User - 200 responses

NGB/NGO – 38 responses

**20+** DCC Site Visits



Furthermore, over **20** site visits to DCC Sports and Leisure Centres and Recreation Centres were conducted.

These visits enabled analysis current state of repair of existing facilities and afforded an opportunity to meet with centre managers and facility users.

## Appendix 3

# Existing Relevant Strategies & Policies informing the DCC Sports Plan 2024-29





## Get Ireland Active; National Physical Activity Plan;

**Policy:** The aim of the National Physical Activity Plan is to increase physical activity throughout the population by modifying unhealthy lifestyles and promoting awareness of the benefits of physical activity. The objective is to increase regular physical activity by 1% per annum for all ages but particularly for children, young people, people with disabilities and older adults.

**Impact:** The aim of the National Physical Activity Plan is to increase physical activity levels nationwide. While the new Dublin City Council Sports Plan is solely focused on Dublin City it will align itself with national policy to provide appropriate guidelines to ensure Dublin City is Ireland's most active city.



## The National Sports Policy 2018-2027;

**Policy:** The National Sports Policy 2018-2027 outlines the long-term policy objectives which aims to increase participation in sport and physical activity in Ireland. The policy contains 57 actions across three key pillars of increasing participation, improving high performance, and building capacity and capabilities.

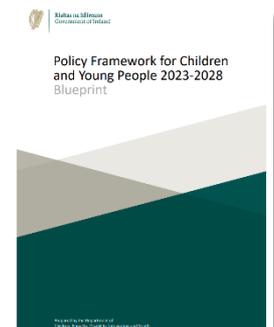
**Impact:** The National Sport Policy allows Dublin City Council to benchmark their sports policy and programming initiatives which aim to increase participation and build capacity and capabilities using national benchmarking, metrics, targets, and objectives.



## Young Ireland: the National Policy Framework for Children and Young People (0-24) 2023-2028;

**Policy:** The new policy framework is intended to inform cross-government work for children and young people over the period 2023-2028 and strives to place children and young people at the centre of policy.

**Impact:** This framework will help inform how the new DCC Sports Plan 2024 - 2029 addresses the most pressing issues for children and young people in relation to sports and physical activity.



## The Healthy Ireland Strategic Action Plan 2021–2025;

**Policy:** The Healthy Ireland Strategic Action Plan 2021-2025 aims to reduce smoking, alcohol use, poor diets, physical inactivity, and obesity and to promote health and well-being.

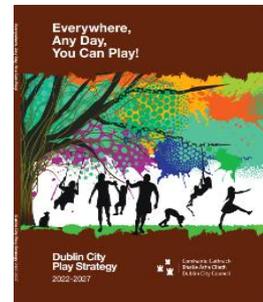
**Impact:** The initiatives within the Healthy Ireland Strategic Action Plan will assist the new Dublin City Council Sports Plan 2024-2029 encourage healthier lifestyles amongst Dublin City residents and visitors encouraging them to be more active more often.



## Dublin City Play Strategy 2022-2027;

**Policy:** The Dublin City Play Strategy 2022-2027 was developed with the aim of a citywide coordinated approach to developing high quality, accessible and inclusive play facilities, and opportunities for everyday play experiences for all children and young people.

**Impact:** The incorporation of elements of the Dublin City Council Play Strategy ensure the new Sports Plan 2024-29 is inclusive of all demographics and provides children safe spaces to be active and form healthy habits early.



## The Sport Ireland Participation Plan 2021–2024;

**Policy:** The Sport Ireland Participation Plan 2021-2024 is built on six pillars; Active Policies, Active Principles, Active People, Active Places, Active Partners, and Active Promotion. The goal of the plan is to create a culture that encourages, supports, and empowers everyone in Ireland to actively participate in sport and physical activity.

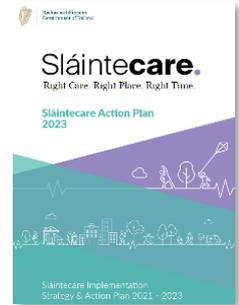
**Impact:** Dublin City; More Active More often is purpose of the new Sports Plan, leveraging the active pillars created by Sport Ireland at a local level in Dublin City will help us achieve our vision of Dublin as one of the world’s most active cities.



## Slaintecare Action Plan 2023;

**Policy:** The Slaintecare Action Plan 2023 prioritises the implementation of two reform programmes. Programme one focuses on improving safety, timely access to care, and promoting health & wellbeing. While programme 2 focuses addressing health inequalities working towards universal healthcare.

**Impact:** Achieving the fundamental purpose, vision and mission of the new Dublin Sports Plan 2024-29 and the successful implementation of our goals and objectives will assist the Department of Health in achieving their policy goals of promoting health and wellbeing and reducing health inequalities in Dublin City.

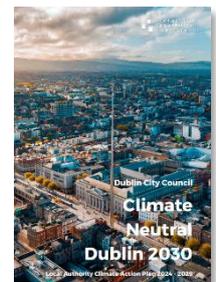


## Dublin City Council Climate Neutral Dublin 2030

### Loal Authority Climate Action Plan 2024-2029;

**Policy:** The DCC Climate Action Plan sets out the actions that will be taken by the City Council to prepare Dublin city and its people for the known impacts of climate change.

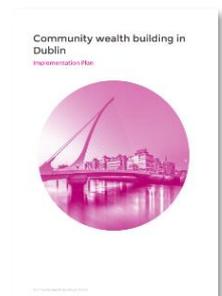
**Impact:** There must be alignment between the new Sports Plan and the Climate Neutral Dublin 2030 to ensure any initiatives or investment forthcoming from the new Sports Plan 2024-2029 are environmentally responsible and sustainable and contribute to the targets outlined in the CAP.



## Community Wealth Building in Dublin Plan;

**Policy:** The community wealth building plan is a progressive initiative which encourages local opportunity and economic development in Dublin City.

**Impact:** Providing local opportunities for physical activity in conjunction with the community wealth building initiative will support our communities to grow and develop beyond the duration of these initiatives.





## Active Cities;

**Policy:** Sport Ireland’s Active Cities project is focused on engaging communities across the country by supporting those who are educationally, socially, or economically disadvantaged or those who have a disability to become more active.

**Impact:** The Active Cities programme fundamentally is about getting individuals more active more often. Working with the Dublin Active Cities Committee will allow the new DCC Sports Plan 2024-29 to get Dublin City more active more often.



## World Health Organisation’s Global Action Plan for Physical Activity;

**Policy:** The World Health Organisation’s Global Action Plan for Physical Activity (GAPPA), which is focused on getting those who are least active, active.

**Impact:** Engaging with target groups who are traditionally excluded or reluctant from participating in physical activity is a huge focus of the new Dublin City Council Sports Plan 2024-29.



## Dublin City Council Open Water Facilities Business Plan;

**Policy:** This plan, currently under development by Dublin City Council, aims to leverage the waterways (Rivers, Canals, Open Water, Docklands) through a wide range of programmes and activities.

**Impact:** Getting more people more active through better leveraging of Dublin’s Waterways will be a key component of the new DCC Sports Plan 2024-2029



## Dublin City Development Plan 2022-2028;

**Policy:** The Dublin City Development Plan 2022-2028 outlines how the city will develop to meet the needs of all residents, workers, and visitors to Dublin City

**Impact:** Both the city development plan and the new sports plan aim to improve the quality of life for its residents and ensure Dublin City is an attractive place to live, work and visit. The Sports Plan will build on some initiatives already outlined in the Development Plan.



## Dublin City Parks Strategy 2019-2022;

**Policy:** The Dublin City Parks Strategy presents the wide range of resources and services under the Parks Services portfolio and states current policy and intended actions to seek the strategic vision of a greener and more liveable Dublin.

**Impact:** The Dublin City Council's Park and Landscape Services are one of the key stakeholders in developing the new Sports Plan. It is imperative to the success of the Sports Plan to work and collaborate closely with the Parks Services as they oversee the operations of the open green spaces in Dublin City.



## Dublin City Council Local Economic and Community Plan 2016-2021;

**Policy:** The Dublin City Local Economic and Community Plan aims to grow and sustain a city based on principles of equality, social justice, and environmental sustainability where the needs of the local community are served by a strong local economy

**Impact:** The local community nature of the Economic and Community plan is a core theme which the new sports plan will seek to weave throughout the plan ensuring all local communities in Dublin are able to maximise their ability to be more active more often.



## Appendix 4

# Additional Info on Dublin City Area


## Physical Activity Guidelines

### ✓ Guidelines for children and young people (aged 2 –18)

All children and young people should be active, at a moderate to vigorous level, for at least 60 minutes every day. Include muscle strengthening, flexibility, and bone-strengthening exercises three times a week.

### ✓ Guidelines for adults (aged 18–64)

At least 30 minutes a day of moderate intensity activity, five days a week (or 150 minutes a week).

### ✓ Guidelines for older people (aged 65+)

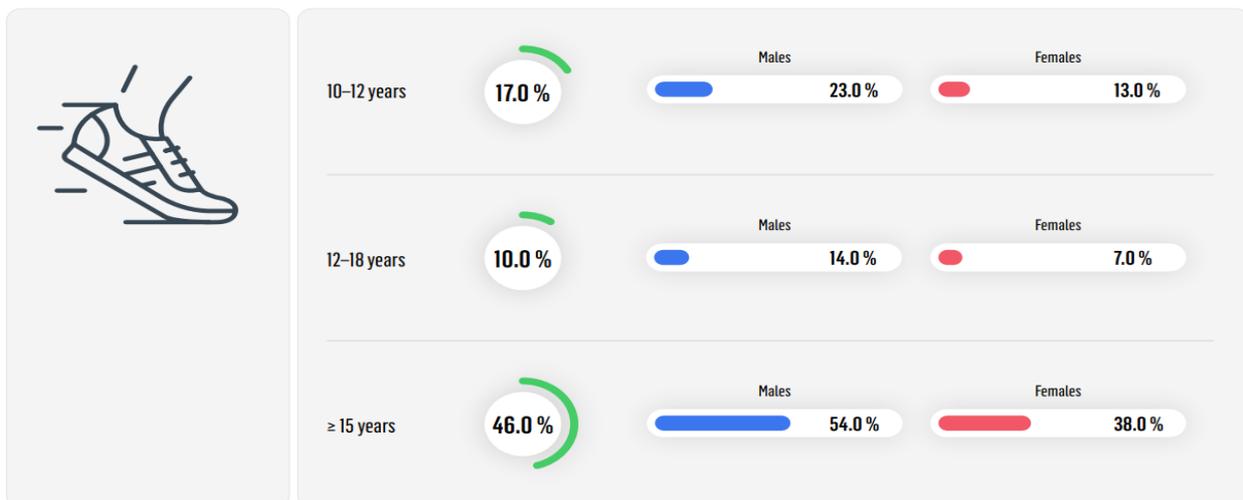
At least 30 minutes a day of moderate intensity activity, five days a week (or 150 minutes a week). Focus on aerobic activity, muscle strengthening and balance.

### ✓ Guidelines for children and adults with a disability

Aim to be as active as the disability allows to meet the guideline for your age group.  
*Let's Get Active Guidelines, HSE, 2018.)*

The data in the table below highlights the challenge to be addressed. Across Ireland activity levels of young people are too low (10–12-year-olds 17% sufficient physical activity levels; 12–18-year-olds that figure drops to 10%!). We also know the other groups highlighted above are well below desired levels of physical activity levels.

### Estimated prevalence of sufficient physical activity levels



Levels of physical activity among children and adolescents were assessed in the [Children's Sport Participation and Physical Activity Study](#) in 2018; data for adults were collected in the [Heathy Ireland Survey](#) in 2019.

## Dublin City Council Area

Dublin City Council is one of four local authorities in County Dublin. Dublin City is bordered by Fingal County Council to the north, South Dublin County Council to the west and Dun Laoghaire Rathdown County Council to the south. Dublin City Council enjoys a 52km stretch of coastline to the east, including Dublin Port and the Liffey Estuary. Dublin City Council is made up of five administrative areas, which are further broken down into Local Electoral Areas. The 5 Administrative Areas are as follows:

- North West
- North Central
- Central
- South Central
- South East





## Dublin City Council Area: Our People



## Dublin City Council Area: In Numbers

**Dublin City has the highest population of non-Irish nationals in the country:**  
As of the Census in 2022, non-Irish citizens account for 17% of the population in Dublin city. Nationally, the figure for Irish citizens is closer to 12%. Among the non-Irish residents in Dublin city, the largest group were Brazilian citizens (11,188 people) followed by Indian citizens (10,308). There were 31,661 people living in Dublin City in April 2022 who had moved to the city in the year before the census – 9,186 of these were from elsewhere in Ireland. There were 2,279 Travellers living in Dublin City in 2022. While in terms of dual citizenship in Dublin city Irish-US (3,229) was the largest followed by Irish-UK (2,986)

**Dublin City has a lower health profile than the rest of the country:**  
In 2022, 83% of the population in Ireland reported their health as very good or good, down 4% from 2016. At 76%, Dublin City was the area with the lowest proportion of people reporting very good or good health (449,248 people). While there was also 25,181 people who reported bad or very bad health, up from 22,021 in 2016.

**In Dublin, 21% of the population (c.305,000) reported at least one long-lasting condition:**  
Of these, almost 107,000 people (7% of the county's population) reported experiencing at least one long-lasting condition or difficulty mostly or a lot. A further 198,228 people (14% of the county's population) reported experiencing at least one long-lasting condition or difficulty to some extent or a little.

**c.260,600 commute into Dublin City for work:**  
Almost 77,500 of these drove to work in a car. Looking at active travel, walking accounted for the second highest number of commuters with almost 46,500 people, while more than 26,600 people cycled. The city had the highest proportions walking and cycling to work, at 18% and 10% respectively. More than 39,500 people used a bus while almost 18,000 went to work by train/DART/Luas. City commuters were the most likely to travel by bus at 15%.

**c. 698,900 people over the age of 15 are at work in Dublin:**  
This included over 300,200 people at work in Dublin City. The unemployment rate in Dublin City is c. 9%. The labour force participation rate in Dublin City was 65%, including 60% for females and 70% for males, meaning it had the highest participation rate for females and second highest overall rate nationally. While in Dublin City almost 119,800 people work from home at least some of the time.



## Getting Active in Dublin City

There are a vast number of places people can get active in Dublin City, with over **327 Spaces for Sport and Physical activity** and **30 Types of Sports & Physical Activity** on offer constituting **509 Different Clubs, Groups, Organisations & Associated Facilities for Sport & Physical Activity**:

