



Dublin City  
**Sport &  
Wellbeing**  
Partnership

**STRIDE: 2017 – 2020**

**The Dublin City Sport & Wellbeing Partnership Board would like to acknowledge and thank all those who participated in the development of this plan. Specifically:**

- **Our staff and team of dedicated Sports Officers**
- **Our colleagues in Dublin City Council**
- **Our partners and stakeholders The general public**

**This feedback was integral to setting clear strategic goals to build and expand upon the very positive work already happening.**

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# Foreword

I am very pleased to introduce the Dublin City Sport and Wellbeing Partnership inaugural statement of strategy: STRIDE 2017 – 2020.

As the largest local authority in the country, serving 530,000 people, Dublin City Council is committed to making our great city the best place to be, to live, to work and to enjoy.

Sport and physical activity play a huge role in this.

We all know that participating in sport and keeping physical active is good for us regardless of our age or level of ability. It not only keeps us healthy but also offers many economic and social benefits to our society.

Over the past 16 years Dublin City Council has made steady improvements in our provision of sport and physical activity even through the most challenging operating environment in our history.

During this time we have continued to invest in facilities, infrastructure, programmes, services and sports events to enhance the daily life of our people.

We are immensely proud of our progress so far – after all sport is a massive part of our culture. That said we know we live in an ever changing world and in order to deliver to our people in the best way we need to be adaptable, innovative, flexible and customer centred.

We have created the Dublin City Sport and Wellbeing Partnership (the Partnership) which is Dublin City Council led but guided by a high level board of influencers including representatives of other leading sport organisations, state agencies and business leaders.

In this first statement of strategy the Partnership has set out the sport and physical activity priorities for Dublin City over the next four years. These are derived from our very clear vision which is to enable and inspire all the people of Dublin City to engage and participate in sport and physical activity to improve their general health and wellbeing.

This plan has also been built recognising we are on a journey of growth. As we move forward our aim is to get into our stride – hence the title of this plan.

We will do this by approaching our work with enthusiasm and energy, encouraging new ideas and learning from our past. Continued investment, maintaining and strengthening our strategic partnerships, creating strong operating structures and promoting the benefits of sport and physical activity will be at the core of what we do to maximise our potential and the positive impact on our city.

This is a very exciting time for the Dublin City Sport and Wellbeing Partnership and I very much look forward to working with our board members and my colleagues in Dublin City Council to bring this strategy to life.

## **Declan Wallace**

Assistant Chief Executive  
Culture, Recreation & Economic Services Department  
Dublin City Council

# Where we are now

The Partnership is an initiative driven by Dublin City Council working in co-operation with a range of partners and stakeholders. This initiative has been designed to take a more consolidated approach to how sport and physical activity services and programmes are delivered across the city with an enhanced emphasis on health and wellbeing.

The purpose of the Partnership is 3 fold:

- 1 To improve the quality of life of all people living in or working in Dublin City
- 2 To provide as many opportunities as possible for people living in, working in or visiting Dublin City to engage or partake in sport or physical activity through facilities, infrastructure, services, programmes and events.
- 3 To be recognised as a national leader in Sports and Wellbeing.

The Partnership is guided by a high level board including:

- **Fiona Coghlan**, Chairperson and former captain of Irish Women's Rugby Team
- **Declan Wallace**, Assistant Chief Executive, Dublin City Council
- **Cllr Seamas Mc Grattan**, Dublin City Council
- **Maurcie Ahern**, Member of Dublin City Council Arts, Culture & Recreation Strategic Policy Committee
- **John Costello**, Chief Executive, Dublin G.A.A.
- **Richard Fahey**, Director of Club Licensing and Facility Development, F.A.I.
- **Michael Dawson**, Chief Executive, Leinster Rugby
- **James Galvin**, Chief Executive, Federation of Irish Sport
- **Sarah Keane**, Chief Executive, Swim Ireland
- **Sinead Mc Nulty**, Head of Sport, Dublin Institute of Technology
- **Rob Hartnett**, Chief Executive, Sport for Business
- **Anne Rooney**, Head of Public Policy and Government Relations, Google
- **Health Representative**, TBC

Operationally it is a merger of a number of distinct elements that previously worked in isolation. It also operates under the Sport Ireland Local Sports Partnership model.

Currently the Partnership is fortunate to have 18 dedicated Sport Officers who work across the five administrative areas of Dublin City (Central, South Central, South East, North Central and North West) developing and implementing sport and physical activity programmes and services in conjunction with key stakeholders.

This includes local projects, city wide events and the delivery of information and training initiatives. Target groups include all children, youth at risk, teenage girls, people with disabilities and older adults.

Our Sport Officers work alongside 20 Co-funded Officers in Boxing, Cricket, Rowing, Rugby and Soccer.



**18**

DCC



**5**

Boxing



**1**

Cricket



**1**

Rowing



**4**

Rugby



**9**

Soccer

The Partnership's work is supported by a strong administrative team led by a general manager. It is also aligned to Dublin City Council's Culture, Community, Economic and Emergency Services Department and its wide variety of resources.

# Dublin City Council's Sport & Physical Activity Resources

**1500**

hectares of parks  
and open  
spaces

**250**

Staff Members

**215**

Grass Pitches

**18**

Outdoor Gyms

**11**

Tennis  
Facilities

**6**

Golf/Pitch n' Putt  
Courses

**2**

Water Sport  
Centres

**2**

Beaches

**2**

Running  
Tracks

**54**

Playgrounds

**23**All Weather  
Pitches**23**Sport, Community  
& Recreation  
Centres**5**Sport &  
Fitness Centres**4**

Skate parks

**3**Stand Alone  
Swimming  
Pools**1**

Velodrome

**1**

BMX Track

## Where we want to be



**Our vision is to enable and inspire all people in Dublin City to participate and engage in sport and Physical Activity to improve their general health and wellbeing.**

# How to get there

To get there we need to find our 'STRIDE'. This represents the 6 guiding principles of our strategic plan.

- S** **trategic partnerships** Working in partnership to maximise the benefits and opportunities for the City.
- T** **eachings** Understanding where we are and learning from the experience of others to build a solid foundation for the future.
- R** **efreshing** Approaching our work with new energy, enthusiasm and embracing new ideas to develop forward thinking.
- I** **nvesting** Increasing our resources by continuing to seek new and existing funding opportunities to deliver.
- D** **efining** Knowing who we are and defining our role to maintain focus.
- E** **ncouraging** Engaging and inspiring all people across the city to enhance daily life.

'STRIDE' will help position us as a stronger, well structured, progressive and inspirational leader in sport & wellbeing by 2020. It underpins the four strategy goals identified in this plan: **Places & Spaces, Programmes & Services, Promoting Sport & Inspiring People** and **Good Practice**.

# Strategic Goal 1

## Places & Spaces

**Providing opportunities for more people to participate in sport & physical activity in Dublin City by knowing what is available, identifying gaps and developing plans for future investment.**



### Initiatives

Gather information on Dublin City Council's facilities and open spaces.

Identify gaps and needs for sport & physical activity.

Engage with decision makers and influencers in Dublin City Council and external organisations.

Have a clear plan for investment.



### Actions

Conduct an audit to map facilities and open spaces.

Examine Census and conduct research.

Strengthen relationship and develop plans with internal departments including Parks and Planning.

Make submissions to city development plans.

Liaise with external organisations re usage and development of facilities.

Identify new and maintain existing funding streams.

Prioritising projects.

# Strategic Goal 2

## Programmes & Services

**Delivering a consistent and measurable suite of programmes and services to meet the needs and enhance the lives of all people living in and working in Dublin City.**



### Initiatives

Develop a suite of core programmes.

Design Programmes to ensure a consistent approach.

Form mutually beneficial partnerships with internal departments, NGB's, state agencies, private operators, businesses and local communities to improve service delivery.

Develop a clear suite of support and educational services for clubs and volunteers in conjunction with NGB's.



### Actions

Review existing programmes.

Engage with Sports Officers

Prioritise programmes.

Create a clear set of criteria regarding programme approval, delivery and evaluation.

Avoid duplication by agreeing strategic approach and annual work plans with those we work with.

Review existing services.

Identify needs.

Develop an implementation plan.

# Strategic Goal 3

## Promoting Sport & Inspiring People

**Engaging and connecting with all people living in, working in and visiting Dublin through events, programmes, technology and real-life experiences.**



### Initiatives

Create a dynamic online presence.

Promote and inspire active and healthy lifestyle initiatives.

Engage with people through sport events to encourage participation.

Encouraging businesses and corporate organisations to consider investment in initiatives.



### Actions

Develop new website to engage with the general public and provide information on how to access sport and physical activity across the city and to pro-actively highlight and promote the positive work done by the Partnership.

Continue to use social media to engage with the general public and develop plan to increase followers.

Creation of a hash tag to be used for all programmes and initiatives.

Use new website to promote HSE & Healthy Ireland wellbeing campaigns.

Develop ambassador programme from well-known and up coming Dublin Athletes as well as ordinary people doing extraordinary things.

Collaborate with Dublin City Council Events section to give the Partnership a platform to roll out programmes and increase its profile.

Devise a plan to approach businesses and corporate organisations for investment.

# Strategic Goal 4

## Good Practice

**Delivering and maintaining high standards through our people, our board, our partners and those we work with to fulfil best practice and good governance.**



### Initiatives

Develop an education and training programme for Sport Officers to maintain our high standards in delivery of programmes and initiatives.

Build trust and strengthen communication within Sport Officer Team through collaboration, teamwork and effective leadership.

Providing clear induction training and terms of reference for board members so they can effectively guide the Partnership.

Set minimum standards for third parties engaged to deliver services.



### Actions

Roll out of a mandatory education and training plan for Sports Officers to ensure minimum standard of training is met including: induction for new team members, child welfare, relevant health and safety training and brand awareness to ensure positive image of Partnership.

Scheduled group and individual meetings with team members and team building initiatives.

Design and roll out induction programme including organisational awareness, terms of reference, succession planning and schedule of meetings.

Evidence provided by third parties of vetting, insurance, qualifications and experience.

# Delivery on Plan

**2017**Strategic Goal 1  
**Places & Spaces**Strategic Goal 2  
**Programmes &  
Services**Strategic Goal 3  
**Promoting Sport &  
Inspiring People**Strategic Goal 4  
**Good Practice****2020**

Each of the Strategic Goals requires a clear set of initiatives and actions to be implemented from 2017-2020. While this plan is concise, behind each action are also a number of significant operational plans which will need to be put in place.

The Partnership will monitor and measure progress regularly but also recognises that this plan needs to be flexible to deliver for the needs of the City within the resources it has.

**In 2017 the Partnership will  
make its first steps to roll out the  
Initiatives and by 2020 we will  
have found our STRIDE.**





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Comhairle Cathrach  
Bhaile Átha Cliath  
Dublin City Council