




**Comhairle Contae Fhine Gall**  
Fingal County Council

# SPORTS STRATEGY

Supporting Sport in Fingal





# Executive Summary

Fingal is a leader in sports development and this strategy sets out the Council's new vision and plan for supporting sport in the County. Our vision and mission is:

**Fingal - the most active, innovative, dynamic sporting community in Ireland.**

*Our purpose is to support sport in Fingal by: Increasing opportunities to participate in sport, delivering excellent and innovative programmes; providing training, leading and raising the profile of sport in the county.*

*Our goals are:*

Strategic Areas	Goals
<b>1. Participation</b>	To create effective pathways for all citizens, to participate in lifelong patterns of involvement in sport, prioritising target groups.
<b>2. Sports Training &amp; Development</b>	To continue to prioritise training and development for Sports volunteers and staff.
<b>3. Facilities</b>	To support the development of a network of accessible, high quality facilities to meet the needs of Fingal's growing communities.
<b>4. Partnership &amp; Leadership</b>	To establish effective leadership strategies, involving partnership with public, private, corporate and voluntary sectors.
<b>5. Communications</b>	To work with our colleagues to promote a positive message of Sport, Community Development, and the work completed by the Sports office.

Sport and physical activity is now a key part of life in the community and brings significant social, economic and health benefits.

Fingal County Council faces new and exciting challenges and opportunities to develop sport in Fingal. This strategy builds on existing work and is based on our vision to build stronger sporting communities across Fingal that are sustainable, have increased levels of participation across all sectors with particular emphasis on target groups.

Fingal County Council, Sports Office will work in partnership with community groups, sporting organisations, clubs and schools to implement this strategic plan, providing an opportunity for everyone in Fingal to participate in and enjoy sport and physical activity for life.

# Contents

Section	Page
1. DEVELOPING SPORT IN FINGAL	8
2. OUR VISION + STRATEGIES FOR SPORT IN FINGAL	17
3. FINGAL SPORTS OFFICE IMPLEMENTATION PRIORITIES	27
APPENDICES	31



## Message from the County Manager

**It is with great pleasure that we introduce the Fingal County Council, Sports Office Strategic Plan 2011-2016. During the development process of this document, we reviewed the work of the Sports Office and carried out a wide consultation which helped to refocus and prioritise our work.**

The Strategic Plan 2011-2016, forms part of the work of the Council's Sports Office within the Community Department and has been assembled by that office, researched and written in collaboration with those staff by Morgan Buckley of Atlantic Sports Management & Training Ltd. It outlines the strategic aims for the next five years to meet the challenges of an ever changing, fast growing and diverse population in Fingal.



*David O'Connor  
County Manager*

Local Authorities deal every day with issues that affect people's lives. Promoting community development is a core commitment and, within that, the development of sports is a crucial component.

This Strategic Plan sets out clear approaches and actions which, when taken as a whole, combine to build relationships to empower communities to work, in conjunction with Fingal County Council's Sports Office, to build a better future for all.

The work of the Sports Office is key to Fingal County Council's commitment to putting people and communities first.

I wish to express my sincere thanks to the Irish Sports Council for its ongoing support, and to the members of the Sports Partnership Committee, under the Chairmanship of Councillor Eoghan O'Brien, for their input into this Plan.

I wish to convey my thanks to the Sports Clubs and Community groups, the agencies and service deliverers, who participated in the consultation process. I would also like to thank the staff of the Sports Office for their ongoing hard work and commitment to the people of Fingal.

*David O'Connor  
County Manager*

## Message from John Treacy Chief Executive Irish Sports Council

Since its establishment in 1999, the Irish Sports Council has produced four strategies. Central to these strategies has been the importance of establishing a sustainable national structure for local sports development to increase and then maintain levels of sports participation.

The Irish Sports Council considers the strategic planning process to be an essential step in the development of Local Sports Partnerships. This step can bring many benefits such as matching the needs of the local communities to the priorities of the partnership. It is then possible to quantify the resources required effectively to achieve these priorities and answer local needs. This ensures that the plan can be a working document, which will show results over its lifetime.

This is the second strategy of the Fingal Sports Partnership. It aims to build on the benefits accrued over the life of the previous strategy and to ensure that the Fingal Sports Partnership grows in strength and continues to be the key agency in providing opportunities for more people to become involved in sport and physical activity in the next few years and beyond.



*John Treacy  
Chief Executive  
Irish Sports Council*



This document is the final product of an intensive process of examination, evaluation, consultation and discussion in the future direction of the Partnership. I would like to thank all those who contributed to the strategy process and I wish everybody involved in the Fingal Sports Partnership all the best for the future.

*John Treacy  
Chief Executive  
The Irish Sports Council*

# Message from Councillor Eoghan O'Brien Chairman Fingal Sports Partnership Committee

**As Chairman of the Fingal Sports Partnership Committee, it gives me great pleasure to present the Fingal County Council, Sports Office Strategic Plan 2011-2016.**

Fingal was one of the first 12 Local Sports Partnerships established in 2004, following recommendations from the Fitzpatrick Report by the Department of Arts Sport and Tourism (2005). The Partnership was subsumed within the Fingal County Council local authority structure in 2006. The Sport Office and the Fingal Local Sports Partnership Committee was then formed. This Committee provides the Sports Office with a link to many agencies and external organisations with a view to creating opportunities for all Fingal citizens to participate in sports.



*Councillor Eoghan O'Brien,  
Chairman, Fingal Sports  
Partnership Committee*

Our vision for Fingal is to be “the most active, innovative, dynamic sporting community in Ireland” and I feel that this strategy is the means to fulfill this ambition. We in Fingal County Council are extremely aware of the many benefits of sport, not only for health and well being but also recognise that it is invaluable as a tool of community development. Sport helps create a sense of belonging and identity, it can help build confidence and self esteem in the individual, break down barriers and also provide positive role models and pastimes.

Through engagement in this strategy, the Fingal Sports Partnership Committee has identified a number of key areas which will form a focus for both the Sports Office and the Committee.

I would like to acknowledge the assistance and cooperation of my fellow Committee members, whose expertise was invaluable in this process. I would like to convey a special word of thanks to the Irish Sports Council for its continued support and to the many groups, sports clubs and individuals who contributed to the consultation process.

This Plan would not be possible without the strong working partnership between the Committee Members and the Sports Office Team. My sincere gratitude goes to the Sports Office team, who have shown great passion, enthusiasm and belief in the value and benefits of sport to the citizens of Fingal.

*Councillor Eoghan O'Brien  
Chairman, Fingal Sports  
Partnership Committee*





# Developing Sport in Fingal

## Developing the Strategic Plan

This strategic plan sets out the vision and direction for sport in Fingal over the next 5 years. The plan was developed in 2010 by a project team led by the Principal Sports Officer and the Sports Development team, with the assistance of ASMT Ltd. The process involved a detailed review of the present position of sport, programmes and resources in the county. The planning also involved detailed consultation with Fingal County Council Staff, Sports Office Team, key stakeholders, Sports Partnership Committee and a sports club survey. Interviews were conducted with Fingal County Manager, Senior Management Team, Principal Community Officer, (The details of the strategic planning and consultation process are outlined in Appendix 1). Sport is recognised as being a vital part of the social, business, economic and physical development of the County. The Sports Office is instrumental in leading the development of sport through a wide range of partnerships and innovative programmes and services.

## Profile of Fingal

Fingal County borders counties Dublin, Meath and Louth and comprises three large urban areas,

a number of other mid-sized suburban areas and a large rural commuter belt. The three large urban areas of Blanchardstown, Swords and Balbriggan have greater populations than some cities and counties across Ireland. The summary profile of Fingal is:

- Fingal is a new county but with a long and rich tradition in sport and recreational opportunities. It has a unique mix of urban, rural and coastal communities with fantastic opportunities and resources to play sport.



- The total population of Fingal is approx 239,992 with 27% under the age 18 (CSO 2006). As is the case in any of the major urban areas, there are considerable differences in the relative affluence and deprivation between various parts of the county.
- Social demographics, economic trends and other factors have meant that Ireland has experienced significant change in recent years. The extent of change in Fingal has been unprecedented, particularly in terms of population growth and immigration. As a result, Fingal is largely unique in the Irish context and presents challenges more frequently experienced in international urban contexts.



### Population Growth

Fingal has expanded at an unprecedented rate. The population of the county doubled in the 15 years from census 1991 to census 2006. It is the fastest growing county in Ireland, with the current population estimated at just under a quarter of a million people. The pace of growth in Fingal has resulted in key challenges for all agencies and service providers with the majority of the population living in the urban centres of Blanchardstown, Swords and Balbriggan. Fast growth places significant pressure on all aspects of life, from school provision to community facilities and other essential social and physical infrastructure.

### Age Profile and Diversity

Fingal is the youngest county in Ireland with higher than average numbers of young people and young families. This feature puts pressure on schools, youth services and childcare provision. Fingal is the most diverse county in Ireland with the 2006 CSO census figures demonstrating that 16% of the population are from backgrounds other than settled white Irish (compared with the national average of 10%). Cultural and social integration is a core challenge to avoid racial tension.

The summary details are:

Blanchardstown	90,952	37.09%
Swords	43,360	18.07%
Balbriggan	16,217	6.76%
Other Areas	106,680	44.03%
Total	239,992	100%

## Importance of Sport

Sport in Ireland is a major part of our lives. Interest and involvement in sport is at an all time high as outlined in various reports by the ESRI for the Irish Sports Council. The ESRI report on Sport in the City (2010) providing an analysis of sport in the wider Dublin area indicates that 36.8% of the population in Fingal are regular participants in sport - the national average is 32%.

Fingal County Council recognises that sport has a unique contribution to the fabric of life in the County in the following ways:

- The value of having an active, fit, sporting population with access to quality programmes, facilities and activities is a catalyst for community and social development.
- The business sector recognises the value and contribution sport makes to locating services and businesses in the area. Sport can play a role in attracting direct foreign investment and influence the location of business and staff in the county.
- Fingal County Council recognises it has social responsibility to develop and provide sporting opportunities for all ages and communities and is committed to this.

## Irish Sports Council

The Irish Sports Council was established on 1 July 1999 under the Irish Sports Council Act and is a statutory authority comprising of eight major divisions: Anti-Doping, Corporate Services, Finance, High Performance, Local Sports Partnerships, National Governing Bodies, National Trails Office, and the Irish Institute of Sport. The Irish Sports Council's vision is one where sport contributes to enhancing the quality of Irish life and:

- Everyone is encouraged and valued in sport;
- Young people see sport participation as an integral and enjoyable part of their busy lives;



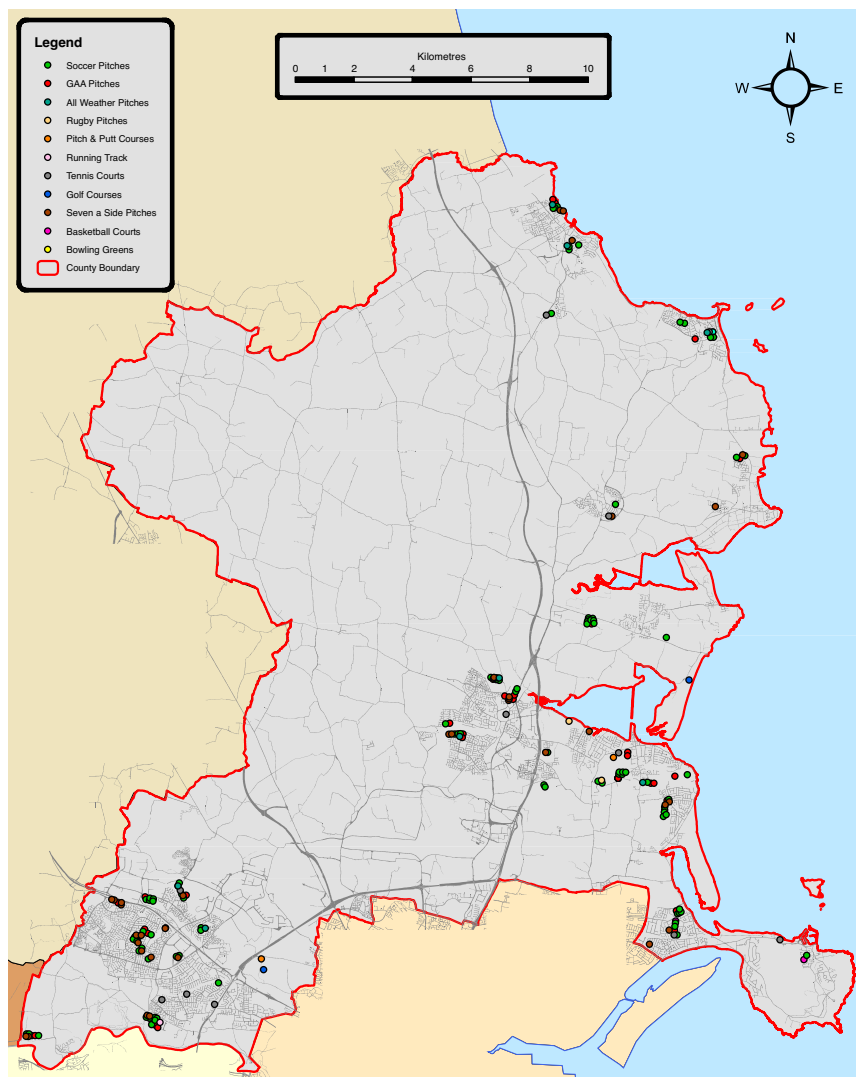
- Individuals can develop their sporting abilities and enhance their enjoyment, limited only by their talent and commitment; and
- Irish sportsmen and women achieve consistent world-class performance, fairly.

The Irish Sports Council has established a National Network of 32 Local Sports Partnerships (LSPs) to promote participation in sport at a local level. The general aims of the Local Sports Partnership's are to increase participation in sport, and to ensure that local resources are used to best effect. Some of the outcomes the ISC seek are:

- Club development, volunteer training, enhanced planning of sport at local level, local directories of sports bodies & facilities
- School, club, community and national governing body (NGB) links
- Increased levels of local participation, especially amongst specific target groups such as older people, girls & women, people with disabilities, unemployed people, and those who live in identified disadvantaged communities

The key outcomes which the Irish Sports Council seeks locally are:

- Stronger, vibrant sporting and physical activity sector – providing opportunities for everyone to participate in safe, enjoyable sporting and recreational activities at all levels and increased participation in sport and physical activity in the country.



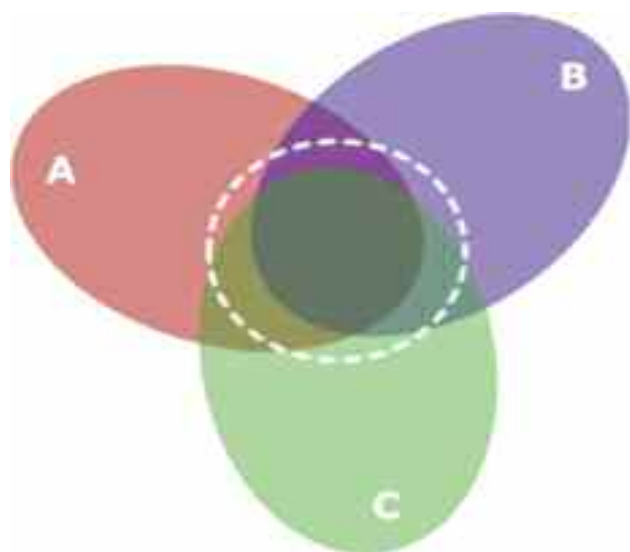
# The Structure to Develop Sport and Physical Activity in Fingal

The broad outline of the structure to develop sport and physical activity in the County is

Area	Core Role
Sports Office	<p>Fingal County Council is strongly supportive of sport and invest in numerous programmes and activities led by the Sports Office Team, which is part of the Community, Culture and Sports Division. The Sports Office is led by the Principal Sports Development Officer and includes three strategic Sports Development Officers and 9 development officers co-funded by National Governing Bodies (NGB) partners (FAI/ IRFU / Leinster Rugby/ Leinster Cricket/ Tennis Ireland and Co Dublin VEC). The Sports Office works in close partnership with a wide range National Governing Bodies and agencies. The delivery model will be carried out in partnership with schools, clubs, facility operators and the wider community.</p>
Fingal Sports Partnership	<p>The Irish Sports Council has established a National Network of 32 Local Sports Partnerships (LSPs) to promote participation in sport at a local level. The general aims of the Local Sports Partnership's are to increase participation in sport, and to ensure that local resources are used to best effect. Initially The Fingal Sports Partnership was set up as at arm's length from the Council but following the publication of the Fitzpatrick Report by the Department of Arts Sport and Tourism (2005), the Partnership was subsumed within the Fingal County Council's Sports Office, in 2006, in line with the Fitzpatrick's review recommendation. Fingal Local Sports Partnership Committee provides the Sports Office with a link to agencies and other external organisations to address common goals and achieve greater scale and impact within the county.</p> <p>The Fingal Sports Partnership Committee is a sub committee of the Strategic Policy Committee (SPC) of the Community, Recreation and Amenities Department. The Fingal Sports Partnership Committee will agree an action plan based on this strategy. The Committee will support Fingal County Council's, Sports Office, working in partnership with others, to deliver the outcomes of the strategy.</p>
Programmes	<p>The Fingal Sports Office Team is responsible for the delivery of the ISC Buntús sports programmes, schools' sports programmes, Sports Conditioning programme, leadership training, coach education, coaching, club development, and a range of sports programmes, targeting priority groups in line with Fingal County Council and Irish Sports Council policies.</p>



## Sports Partnership Diagram



### Legend

- A. Fingal County Council
- B. National Governing Bodies / Health Promotion Agencies
- C. Community Sports Clubs & Schools

The above schematic demonstrates a partnership model, whereby the various organisations can work independently on some initiatives, but also to form a strategic collaboration, (centre circle) combining resources and competencies to work towards a common goal.

## Fingal County Council Initiatives

Fingal County Council recognises it has a social responsibility to develop and provide sporting opportunities for all ages and communities and is committed to this. Fingal County Council has initiated a number of projects independently of the Sport Partnership Committee.



Area	Core Role
Fingal Schools model	The Fingal Schools Model is an arrangement between Fingal County Council and the Dept. of Education & Skills whereby the Council acts as agent for the Dept. in the purchase of school sites. The Council endeavours to acquire sites for the cheapest price possible and the quid pro quo is that the Dept. injects 50% of the agreed savings in site costs into enhanced recreation facilities for the benefit of both the particular school and the wider community. Through this mechanism, Fingal will see a suite of Sports Halls, and some all-weather playing pitches, across the county within the next few years.
Sports Conditioning Programme	Fingal operate a unique schools initiative in Ireland in terms of promoting sport and physical activity through the Sports Conditioning programme (Sports Con) in a number of primary schools in the County. The objective of this programme is to train teachers to deliver Sport Conditioning, in order to give the teacher additional skills to deliver the primary school curriculum. The aim will be to expand this to all schools over the next 5 years.

## Key Trends and Issues in Sport in Fingal

In developing this strategy the Sports Office Team consulted widely and reviewed existing services and programmes. Local sporting groups were surveyed to assess their key needs and where support is required. Benchmarking of other sporting structures was completed. The issues for the development of sport in Fingal are summarised below:



Trends	Issues
<p><b>1. Participation</b></p>	<ul style="list-style-type: none"> <li>• Sustaining participation in sport is a key challenge.</li> <li>• Fingal Sports Office supports the delivery of quality programmes either directly by the Development Officer teams or through our partnership with the National governing bodies and sporting organisations. There is significant capacity to grow participation in sports clubs and voluntary groups. Sports clubs require assistance in recruiting volunteers and members.</li> <li>• Each sporting organisation and NGB should be encouraged to develop sport specific plans for Fingal on how they can increase participation and develop sport in the county.</li> <li>• Fingal has the fastest growing youngest population in Ireland. The population growth will result in the continuing demand to play and participate in sport and there are a number of disadvantaged communities in the County, in addition to the target groups which require priority support and focus.</li> </ul>
<p><b>2. Sports training and development</b></p>	<ul style="list-style-type: none"> <li>• There is a strong demand to improve access to training for leaders, coaches, volunteers, teachers and parents.</li> <li>• There is a need to promote and develop activities and support available to groups.</li> <li>• Some clubs requested advice and support in recruitment and Club Development.</li> <li>• More information is required on the range of people working in sport in the county and how they can work with the Clubs in a structured way on common purposes.</li> </ul>
<p><b>3. Facilities</b></p>	<ul style="list-style-type: none"> <li>• There are many excellent sporting facilities in the County and the challenge will be to ensure they are managed and utilised to their full potential. Most of the local sport and community facilities are owned and operated by the community under license by the Council.</li> <li>• In some areas there is a shortage of quality indoor and outdoor multipurpose facilities, changing facilities and swimming pools creating barriers to participation.</li> </ul>



 Scoil Phádraic Cailíní  
Golden Jubilee 1959 - 2009







Trends	Issues
<p><b>4.</b> Partnership and leadership</p>	<ul style="list-style-type: none"> <li>• The next 5 years will be challenging to secure the necessary resources to sustain and continue to support sport in Fingal. Prioritisation of where best to invest limited resources and ensure continued support of target groups will be required. The recession and downturn in employment is having an impact on sport and will need to be countered in imaginative and innovative ways.</li> <li>• Sport can provide a positive outlet, providing training and personal development opportunities for people, which could be harnessed as a tool to deal with unemployment and community development. It is vital to retain full time staff working in sport to deliver essential programmes and services. This will be a challenge in the present environment.</li> <li>• The development of the strategy has highlighted the need for improved co-ordination of Council services. The Sports Office will work towards an integrated approach to developing sport, increasing participation across Fingal.</li> <li>• The integration of the Local Sports Partnership within the Council has resulted in a focused and dedicated approach to managing sport in partnership with agencies and the community. This approach will be strengthened to ensure full accountability of services and programmes.</li> <li>• Improvement in data collection, monitoring programmes, services, benchmarking participation and measuring outcomes is required.</li> </ul>
<p><b>5.</b> Communications</p>	<ul style="list-style-type: none"> <li>• People want to know more about what is available and what is happening in the county. The most common recommendation from the sports survey was for the Sports Office to operate an effective website providing information on opportunities and programmes to participate in sport in the county.</li> <li>• The benefits, value and return on investment that sport delivers and the economic, social and health benefits obtained through sport were identified as being of great importance to Fingal. There is a need and opportunity to connect with the community in a positive and focused way to promote and develop sport. Harnessing modern communication tools and social networking media will be an important feature of the implementation of the sports strategy and connecting with local groups and the community.</li> <li>• The London 2012 Olympics will provide a major opportunity to promote sport - Fingal is only one hour from this event and the spill over impact and marketing associated with the Olympics should lead to significant interest and raising of the profile of sport.</li> <li>• The staging of events in the County and the work of the Sports Development team should be highlighted through ongoing communications.</li> </ul>



# Vision + Strategies for Sport in Fingal

## Vision

Our vision for sport in Fingal is

**Fingal - the most active, innovative, dynamic sporting community in Ireland**

## Mission

Our purpose is to support sport in Fingal by:

**Increasing opportunities to participate in sport;  
delivering excellent innovative programmes; providing  
training, leading and raising the profile  
of sport in the County.**



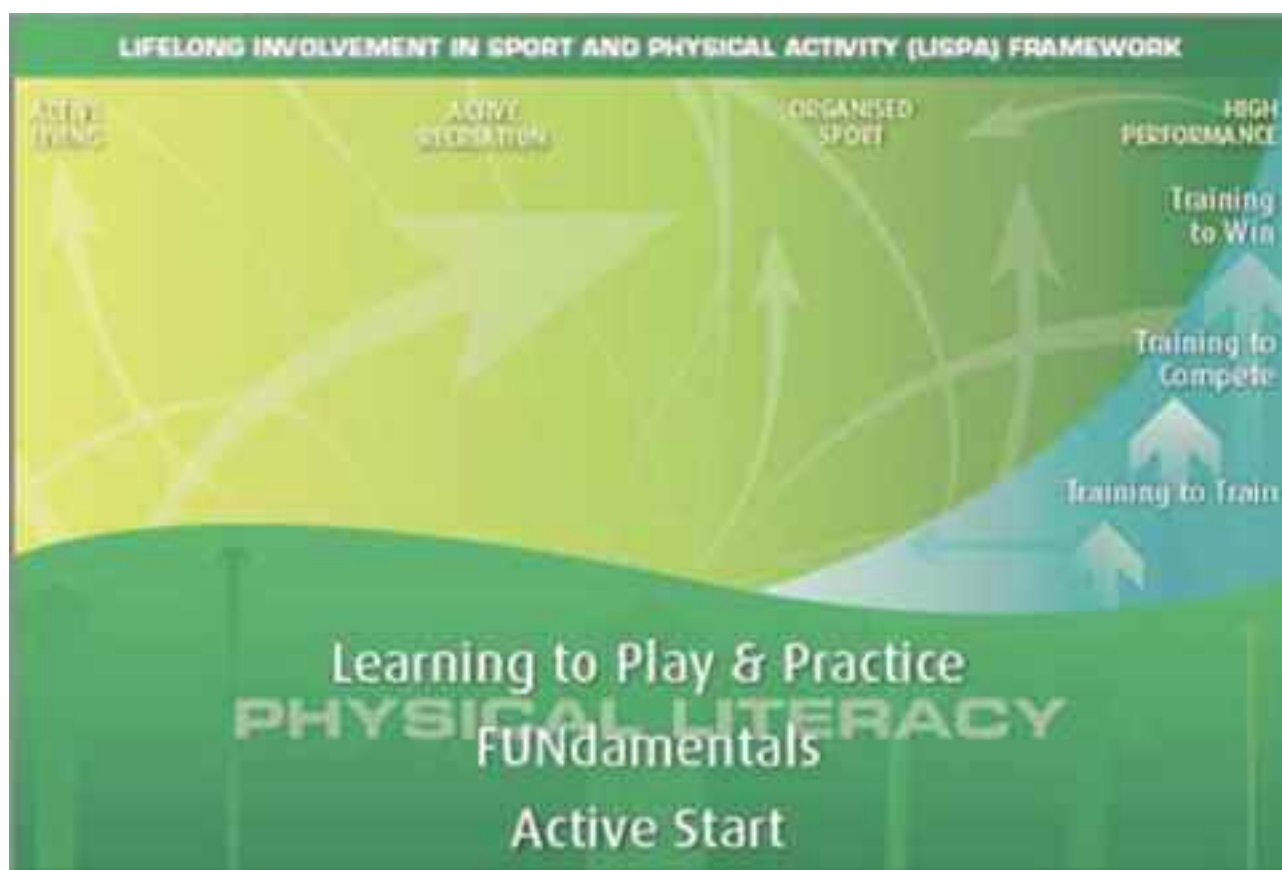
## Goals

We will aim to:

1. Create effective pathways for all citizens, to participate in lifelong patterns of involvement in sport and physical activity, prioritising target groups.
2. Continue to prioritise training and development for Sports volunteers and staff.
3. Support the development of a network of accessible, high quality facilities to meet the needs of Fingal's growing communities.
4. Establish effective leadership strategies, involving partnership with public, private, corporate and voluntary sectors.
5. Work with our colleagues to promote a positive message of Sport.



## Life-Long Involvement In Sport And Physical Activity (LISPA) model



### **Lifelong Involvement in Sport and Physical Activity**

**(LISPA)** is an inclusive framework, designed by Coaching Ireland and agreed by National Governing Bodies of Sport, the Irish Sports Council, Sport Northern Ireland, Irish Institute of Sport, Sports Institute Northern Ireland, Local Councils and Sports Partnerships.

It caters for all levels of sport and physical activity involvement throughout an individual's life.

There are four main objectives of the framework:

1. Health benefits for participants throughout their lives.
2. The development of a positive attitude to sport and physical activity.
3. Development of physical literacy and movement incorporating the development of gross movement skills.
4. Clear phases of development for performers.

The benefit of this agreed framework is that it provides the foundation for the development of the Irish sports system. It provides a common framework for all agencies to support participants, performers and teams at each stage of their involvement.



## FINGAL SPORTS DEVELOPMENT STRATEGIES

### 2.1 Participation Strategy

Goal: To create effective pathways for all citizens, to participate in lifelong patterns of involvement in sport, prioritising target groups.

Objectives	Key Performance Indicators
1. Continue to work with NGBs and partners to deliver sports programmes to the community in Fingal and ensure that sport specific plans are produced for Fingal.	<ul style="list-style-type: none"> <li>Number of programmes delivered.</li> <li>Implementation of sport specific plans.</li> </ul>
2. Develop and deliver a range of age / ability specific programmes with specific emphasis on target groups.	<ul style="list-style-type: none"> <li>Number of programmes, participants &amp; spread of county.</li> <li>Number of programmes delivered to target groups.</li> </ul>
3. Continue to support the ISC Buntús programme and delivery of Sports Conditioning in primary schools.	<ul style="list-style-type: none"> <li>Continued evaluation – numbers of schools visited / participants / teachers trained.</li> </ul>
4. Introduce delivery of Sports Conditioning programme in Community settings.	<ul style="list-style-type: none"> <li>Develop a strategy for delivery in Community Setting.</li> </ul>
5. Encourage schools to apply for Active Schools flag and support them in achieving the standard.	<ul style="list-style-type: none"> <li>Number of Schools aspiring to reach the Active Schools Standard</li> <li>Number of schools achieving the Standard.</li> </ul>
6. Assess the potential to secure funding for a Sports Inclusion Development Officer (SIDO) to increase participation in sport by people with a disability.	<ul style="list-style-type: none"> <li>Seek funding for SIDO programme.</li> <li>Number of people with a disability participating in sports ability programmes.</li> </ul>
7. Ensure programme best value and monitor programmes through ISC SPEAK system or similar internal technology.	<ul style="list-style-type: none"> <li>Continually monitor programmes and make necessary improvements / changes.</li> <li>Number of participants and programmes.</li> </ul>



## 2.2 Sports Training + Development Strategy

Goal: To continue to prioritise training and development for Sports volunteers and staff.

Objectives	Key Performance Indicators
1. Work with our partners to meet the demand for specific club development courses and adapt and/or develop new courses when necessary.	<ul style="list-style-type: none"> <li>Number of club development courses delivered or supported.</li> </ul>
2. Work with our partners/key stakeholders to continue to support and deliver coaching courses that enhance and raise the level of coaching in Fingal.	<ul style="list-style-type: none"> <li>Number of coaching courses delivered or supported.</li> </ul>
3. Support the training and development of staff affiliated to the Fingal Sports Office.	<ul style="list-style-type: none"> <li>Identify the need for training among staff and facilitate courses where possible that benefit their specific position.</li> </ul>
4. Monitor and evaluate training and development programmes and initiatives.	<ul style="list-style-type: none"> <li>Monitor and evaluate training and development under the above three objectives in our annual report.</li> </ul>



## 2.3 Facilities Strategy

Goal:

To support in the development of a network of accessible, high quality facilities to meet the needs of Fingal's growing communities.



Objectives	Key Performance Indicators
1. Consult, advise and support new and existing Community Sports Facilities when requested.	<ul style="list-style-type: none"> <li>• Number of requests for support.</li> <li>• Provision of quality facilities to meet the demand for facilities in Fingal.</li> </ul>
2. Assist in the promotion and usage of facilities through delivery of quality programmes in partnership with key stakeholders in the community.	<ul style="list-style-type: none"> <li>• Number of programmes and participants attending.</li> </ul>
3. Provide sports training and support to facility staff to ensure facilities are used to their full potential.	<ul style="list-style-type: none"> <li>• Number of participants attending training.</li> </ul>
4. Implement the Fingal Schools Model and support programme initiatives to increase access to and usage of schools facilities.	<ul style="list-style-type: none"> <li>• Number of programmes.</li> </ul>
5. Support the development of new multi-sport facility in the County.	<ul style="list-style-type: none"> <li>• Develop a Specific Sports Development Plan for this facility.</li> </ul>





## 2.4 Stakeholder Partnership Leadership Strategy

Goal: To establish effective leadership strategies, involving partnership with public, private, corporate and voluntary sectors.

Objectives	Key Performance Indicators
1. Sustain and build excellent working partnerships amongst all stakeholders within Fingal County Council departments and external agencies.	<ul style="list-style-type: none"> <li>• Number of partnerships formed.</li> </ul>
2. Identify and work with key agencies and NGBs to promote the social, economic and strategic benefits of sport.	<ul style="list-style-type: none"> <li>• Number of new and existing partners resulting in formal contracts (Heads of Agreements).</li> </ul>
3. Establish relationships with other local authorities in Ireland and internationally to implement innovative programmes to increase participation in sport and physical activity.	<ul style="list-style-type: none"> <li>• Partnerships and no of programmes shared.</li> </ul>
4. Monitor progress of all aspects of leadership.	<ul style="list-style-type: none"> <li>• Annual Plan, reviewed on a six monthly basis and publication of Annual report linked to the strategy.</li> </ul>
5. Research and identify suitable partners from the business sector.	<ul style="list-style-type: none"> <li>• Number of programmes developed.</li> </ul>
6. Build a sustainable approach to sports development.	<ul style="list-style-type: none"> <li>• Number of sustainable partnerships and programmes.</li> </ul>





## 2.5 Communications Strategy

Goal:

To work with our colleagues to promote a positive message of Sport, Community Development, the Fingal Brand and the work completed by the Sports Office.



Objective	Key Performance indicators
1. Create a system of communication between Fingal Departments that increases the impact of the Sports Office and maximises the benefits of other departments for Sports.	<ul style="list-style-type: none"> <li>• Number of internal meetings with other department for the benefit of sport.</li> <li>• Number of Articles in the staff newsletter.</li> <li>• Number of programmes completed with other departments.</li> <li>• Number of Sporting issues raised at Senior team meetings.</li> </ul>
2. Utilising a variety of mediums to promote sport in the community.	<ul style="list-style-type: none"> <li>• Implement a social networking plan.</li> <li>• Record and increase the number of articles delivered through print media.</li> <li>• Increase the usage of the Fingal website for sport and record the number of hits.</li> </ul>
3. Enhance the Fingal Brand.	<ul style="list-style-type: none"> <li>• Every programme to have a visual promotion of the Fingal Brand.</li> <li>• Every press release accompanied with pictures and text of Fingal County Council.</li> </ul>
4. Monitor Fingal County Council's Sports office communication.	<ul style="list-style-type: none"> <li>• Monitor and evaluate our methods of communication under the above four headings.</li> </ul>



## 2.6 Summary Action Plan

The summary action plan we will use to guide progress in the implementation and monitoring of the strategic plan will be as follows:



Action	Timeframe	Outcome
<b>Participation</b>		
1. Identify target communities and people who are not participating and would like to do so.	2011-2012	Priorities agreed.
2. Implement and deliver programmes.	2011-2016	Programmes delivered by agencies and the Fingal Sports team.
<b>Sports Training Development</b>		
3. Work with the sports sector to identify programmes which can be delivered to increase participation and development of sport.	2011-2016	Programmes delivered.
4. Deliver training to coaches, administrators, teachers, parents, in sports clubs and local community groups.	2011-2016	Quality training delivered.
<b>Facilities</b>		
5. Support the development of a long term plan and business model to provide facilities for the community.	2011-2013	Plan agreed.
<b>Stakeholders, Leadership + Partnership</b>		
6. Ensure that sport in Fingal is strategically led and managed.	Annually	Effective operation of the Fingal Sport Office.
7. Liaise with and participate in Irish Sports Council training, networking and accountability initiatives.	Annually	Full engagement with the Irish Sports Council.





Action	Timeframe	Outcome
8. Establish agreements and ways of working with our key partners.	2011-2016	Agreements in place with members of the sporting community.
9. Report to the Local Sports Partnership Committee and key stakeholders on our progress and the development and implementation of an action plan to implement this strategy.	Ongoing	Annual report in progress.
<b>Communications</b>		
10. Work with Fingal County Council IT team to improve Sports Office section of website.	2011	Key tool for promotion and providing information on programmes, events and activities.
11. Establish communications initiative to brand link and promote sport in Fingal.	2011	Strong awareness of sport by key groups.
12. Raise the profile of sport, physical activity and the work of the sports development team – through our website, communications and newsletters.	2011-2016	Regular communications on our activities.
13. Communicate with our key stakeholders.	2011-2016	Ongoing communication with key partners and groups.
14. Conduct ongoing research and monitoring of participation levels in sports development and training programmes.	2011-2016	Research completed and information published on our website.
15. Implement Olympic sport programme.	2011/12	Promotion of sport around the 2012 London Olympic Games.



# Fingal Sports Office Implementation Priorities

The key priorities and focus of the Sports Office to implement this plan are:

## Leadership, Planning + Communications

- The Sport Office team in conjunction with FSP Committee will develop its annual operational plan in accordance with this strategic plan.
- The website will provide clear and detailed information on the services to be provided. Information will be provided on resources and programmes through the [www.fingalcoco.ie](http://www.fingalcoco.ie) website and social network sites. Opportunities will be identified for the community to participate in sport and physical activity.



## Measuring Performance

- The Sport Office team working with FSP Committee is committed to measuring and monitoring performance on an ongoing basis to establish the effectiveness of its work and to meet the ongoing commitment to continual improvement. It will continue to implement the Irish Sports Council SPEAK System and develop our internal management systems to assist in monitoring the programmes.

## Short Term Priorities (2011-2012)

Over the next year we will:

- Develop an annual operational plan in conjunction with FSP Committee, and budget to implement the sports strategy.
- Work with all sports organisations in the county to increase participation in sport for young people.



- Work with agencies and community organisations to provide opportunities to deliver physical activity programmes, training and courses.
- Explore innovative ways to develop partnerships with sport, business and community organisations to increase participation in sport, create employment and personal development opportunities.
- Put in place a system to monitor participation in the Sports Office Programmes.
- Develop a marketing programme to promote sport around the 2012 Olympic Games.



## Medium Term Priorities (2012-2013)

Our medium term focus will be to:

- Monitor and track progress in the delivery of programmes and training.
- Continue to coordinate services with agencies, sporting organisations and community groups.
- Implement the Olympic sports programme.
- Review the progress of the implementation of the plan and outcomes, through an annual and 3 year review of progress and formal analysis of progress made.







## Appendix 1: Development of the Plan

The Fingal Sports Office initiated the planning process in March 2010. A Strategic Planning Steering Group was formed comprising of the Sports Office and Atlantic Sports Management & Training. The process involved a detailed review of present programmes and operations and a detailed consultation process with local community groups and key agencies in Fingal. We developed an on-line survey of the sporting and leisure groups in the county and received 28 replies.

Group	Approach
Fingal Sports Partnership Committee	Planning workshop to assess views and priorities of the Local Sports Partnership, vision and goals and to discuss details of the draft plan, implementation and vision.
Sports sector	Workshops with Development Officers working in NGBs and with sporting clubs to assess their views and invited them to complete an on-line survey to identify their priorities and focus.
Community sector	Meetings with staff working with Fingal County Council to identify existing programmes, services and challenges to engage people in sport.
Irish Sports Council	Discussion with the Irish Sports Council in relation to the direction of the Fingal Local Sports Partnership and key issues which need to be addressed.
Staff of the Fingal County Council	Workshops were held with the staff to identify their views and priority issues to be addressed and ideas for developing sport in the County.



## Fingal Sports Office

Name	Job Title	Email	Contact Number	Area
Marion Brown	Principal Sports Development Officer	marion.brown@fingalcoco.ie	01-8905107	Fingal
Niall McGuirk	Senior Sports Development Officer	niall.mcguirk@fingalcoco.ie	01-8906232	Fingal
Caitríona Geraghty	Sports Development Officer	caitriona.geraghty@fingalcoco.ie	01-8906247	Fingal
Pauline Gilsenan	Sports Development Officer	pauline.gilsenan@fingalcoco.ie	01-8906256	Fingal
Stephen McGinn	Programme Manager	stephen.communitytrust@hotmail.com	087 9864611	Fingal
Martin Doyle	Football Development Officer	martin.doyle@fai.ie	0867700772	Blanchardstown
Sharon Boyle	Football Development Officer	sharon.boyle@fai.ie	0871323260	Blanchardstown
Denis Hyland	Football Development Officer	denis.hyland@fai.ie	0871273242	East Fingal
Mick Pender	Football Development Officer	mpender@fai.ie	0871273258	Swords
Paul Keogh	Football Development Officer	paul.keogh@fai.ie	0860444435	North Fingal
Owen McGrath	Sports Conditioning Coach	owen.mcgrath@fingalcoco.ie	0871230624	Fingal
Brendan Moran	Tennis Development Officer	brendan.moran@fingalcoco.ie	0868706433	Fingal
Gerry McCleary	Rugby Development Officer	ger.mccleary@leinsterrugby.ie	0862422829	Fingal
Reinhardt Strydom	Cricket Development	strydom@live.com	0879823902	Fingal





**Comhairle Contae Fhine Gall**

Fingal County Council

**Community Culture & Sports Division**

Fingal County Council

County Hall

Swords

Co Dublin

01 8906256

[www.fingalcoco.ie](http://www.fingalcoco.ie)

Facebook: <http://www.facebook.com/FingalSports>

You Tube: <http://bit.ly/mTavPG>

Twitter: <http://twitter.com/#!/FingalSports>



Facebook



Twitter



YouTube