

DLR LEISURE STRATEGY

2022-2027





Contents

Foreword and Introduction Chair CEO	p.3-4
Chapter 1. Physical Activity and Sport in the County Overview of Key Policies Profile of Demographics in the County Summary of Physical Activity in the County	p.4-8
Chapter 2. Overview of dlr Leisure About dlr Leisure Governance Structure Management Structure Key Achievements of dlr Leisure Strategy 2015-2020 Case Studies	p.9-12
Chapter 3. Approach to dlr Leisure Strategy 2022-2027 Consultation Process Public Survey - Key Findings Challenges and Opportunities	p.13-14
Chapter 4. The Way Forward Vision, Mission and Values Strategic Priorities The Action Plan Implementation & Monitoring	p.15-20
Appendices Appendix 1: References Appendix 2: Graphs from Public Survey Appendix 3: Customer Charter Appendix 4: List of dlr Leisure Facilities	p.21-28



Foreword

Cllr. Deirdre Donnelly, Chair

It was my privilege to be appointed Chairperson of dlr Leisure in 2019. I have really enjoyed working alongside my fellow board directors and dlr Leisure CEO, to create and provide opportunity to all members of our community to participate in exercise and fitness.

dlr Leisure has a proven track record in delivering a vast range of both wet and dry facilities and programmes accessible to all age groups and abilities. Members can avail of fitness, exercise, rehabilitation, or educational facilities to the highest standard.

The COVID-19 pandemic temporarily forced the closure of our operations. The impact on the community we serve, and on our valued employees and clients has been significant. We have switched our focus to supporting and engaging through various platforms to keep people active both physically and mentally. The lessons learned through this time will serve us well into the future.

This Strategic Plan for 2022-2027, will adapt to the re-emergence of leisure activities post COVID-19, underpinning our community centred approach to fitness. Further programme development is scheduled with the addition of new leisure industry trends in late 2021 and early 2022.

We will continue to reach out to all sectors and develop strategic partnerships with agencies to provide programmes for rehabilitation, active retired, women in sport and facilitating opportunities for disadvantaged communities to participate in exercise. Inclusion will be at the heart of our approach, with a particular emphasis on people with disabilities and limited mobility.

As we start to emerge post COVID-19, we need to build back better and stronger. The physical, mental, and emotional benefits for sport and exercise will be facilitated by dlr Leisure through provision of facilities managed and operated by a dedicated, experienced, qualified team, who I know will provide customer confidence and care of the highest standard.

Our objective will be clear: dlr Leisure will provide safe, hygienic facilities which will instil client confidence to participate in health and fitness programmes to all members of the community and ultimately increase the time we allocate in our weekly lives to leisure and fitness activity.

I look forward to working with my dlr Leisure board members in providing strategic direction, guidance and support to the CEO, Management, and staff in realising the implementation, strategies, and objectives of this plan.

Deirdre Donnelly
Chairperson,
dlr Leisure



Introduction

Niall Cull, Chief Executive Officer

I am delighted to introduce the second Strategic Plan for dlr Leisure to cover the period of 2022-2027.

The research completed over the past 12 months in preparing this strategic plan will ensure we will continue to provide safe, hygienic and modern facilities supported by experienced, educated, qualified instructors. The focus will be on delivering a positive participative client experience across the many ranging wet and dry programmes that we provide.

dlr Leisure has always prioritised and focused on providing a quality experience for all our clients and meeting their varied needs. This could not be achieved without the valued staff and teams that we have built within all our dlr Leisure facilities.

Reviewing the dlr Leisure Strategic Plan 2015-2020, I would like to reflect on the many achievements during that period including:

- Increasing the participation numbers in each facility
- Developing new programmes, as highlighted on pages 11-12
- Annually, attaining the highest industry standard quality awards from both the EIQA Q Mark for Leisure Facilities and Ireland Active National Quality Award

This Strategy is designed to be responsive underpinning the needs of all our clients over the next 5 years. It will allow us to change and develop programmes as industry trends, client requirements, operational governance and facility provision emerge.

In an important step to address climate change, dlr Leisure entered into a long term energy performance contract to reduce energy costs in all of our facilities.

dlr Leisure is proud to work alongside the Dún Laoghaire-Rathdown County Council staff and officials and align with their strategic objectives and plans around sport, fitness, participation and community engagement.

I am confident working with all our partners and stakeholders, that we can deliver on the objectives and priorities within our Strategic Plan for 2022-2027 and look forward to sharing the journey with you all.

Niall Cull
Chief Executive Officer
dlr Leisure

CHAPTER 1.

Physical Activity and Sport in the County



Overview of Dun Laoghaire Rathdown County

Dún Laoghaire–Rathdown is bordered to the east by the Irish Sea, to the north by the local government area of Dublin City Council, to the west by the county of South Dublin and to the south by County Wicklow. The county covers the electoral areas of Blackrock, Dundrum, Dún Laoghaire, Glencullen-Sandyford, Killiney-Shankill and Stillorgan. It has a wide range of leisure facilities, educational institutions, public parks, shopping outlets and high-quality public realm.

Dún Laoghaire-Rathdown County also has access to a wide public transport network that includes the Dublin Area Rapid Transit (DART) system which runs through the eastern coast of the county and connects to Dublin city centre to the north as well as other points north and south on the Iarnród Éireann railway system, with connections to Intercity trains. The green Luas line runs through the centre of the county.

Profile of Demographics in the County

Dún Laoghaire-Rathdown has a population of 218,018, which is 18.6% of the population of Dublin according to the most recent Central Statistics Office (CSO) census in 2016. This represents an increase of 5.7% compared to the 2011 census. The majority of the county's residents are over 35 years old (55%) and the number of retired people in Dún Laoghaire-Rathdown has increased by 18% since 2011. While the majority of people living in the county are Irish (87.5%), other nationalities include British (2%); Polish (1.5%); Other EU (3.8%); Rest of World (4.2%) and not stated (1%).

Over half of the population of Dún Laoghaire-Rathdown are working, while 17% are retired and 14% are students. Households in Dún Laoghaire-Rathdown enjoy the highest median income in Ireland at €66,203 and earn 20% more than the average Dublin household. There is 7.4% unemployment in the county. There are 78,601 households in the county of which 4,765 are in social housing owned by Dún Laoghaire-Rathdown County Council. 31% of people in Dún Laoghaire-Rathdown own a home with a mortgage, while 38% own a home with no mortgage and 20% are renting from a private landlord. 48% are male and 52% are female.

The number of visits to Dún Laoghaire-Rathdown County Council facilitated leisure amenities totalled 5,168 per 1,000 of population. This is significantly higher than most other Dublin and Mid-East local authority areas, except for Wicklow¹.

¹ Dún Laoghaire-Rathdown Local Economic & Community Plan 2016-2021

Policy Context for dlr Leisure

Our strategy is aligned to the relevant aims and objectives of Dún Laoghaire-Rathdown County Council by ensuring that our service outputs are prioritised against the council's key priorities and outcomes. The following objectives from the Council's Development Plan 2022-2028, Corporate Plan 2020-2024, Sports Partnership Strategy 2017-2022 and other key policy documents have been considered:

- **dlr County Council Corporate Plan 2020-2024**

Goal 4 Corporate Goal: Provide quality community, recreational, sporting and cultural opportunities for all who live, work and visit the county. Promote a healthy county by providing opportunities for citizens and communities to achieve good physical health and positive mental health and wellbeing through access to leisure and recreational facilities, high quality clean beaches, parks, sports pitches and indoor sports centres.

- **Draft dlr County Development Plan 2022-2028**

9.4 Sports and Play

9.4.1.1 - Policy Objective OSR9 – Sports and Recreational Facilities. It is a policy objective to promote the provision, and management of high-quality sporting, and recreational infrastructure throughout the county, in accordance with the National Sports Policy 2018-2027, and dlr Space to Play: a new approach to Sports Facilities Strategy, 2017-2022, to ensure that the particular needs of different groups are incorporated into the planning and design of new facilities.

- **dlr Sports Facility Strategy 2017-2022**

10. Partnership with dlr Leisure

- **dlr Sports Partnership Strategy 2018-2022**

Strategic Goal 4 – Partnership and Collaboration

To work in partnership with all stakeholders to increase participation in sport and physical activity.

- **National Sports Policy 2018-2027**

To work alongside national objectives to increase inclusion and participation

Profile of Physical Activity in the County

Dún Laoghaire - Rathdown is a vibrant and dynamic hub for sports and physical activity. Dún Laoghaire - Rathdown has one of the highest rates of participation in sport and physical activity amongst those over the age of 16 in the country, as highlighted in combined data from the 2015 and 2017 Irish Sports Monitor. The county is home to over 300 sports clubs across 48 different types of sport and physical activity. There are over 120 separate sporting facilities across the county in addition to sporting facilities at the 79 primary schools and 38 secondary schools.² The county benefits from the commitment, leadership, support and investment of a wide range of organisations and community leaders in sports clubs, schools, colleges, community groups and sports facilities providers (private, public and community) including indoors and outdoors such as parks, swimming pools, walking routes, waterways among many others.

² dlr Sports Partnership Strategy 2018-2022

Irish Sports Monitor - Dún Laoghaire – Rathdown

The high-level results on participation in sport and physical activity of adults (those aged 16+) resident in Dún Laoghaire-Rathdown during 2015 and 2017 have been identified by Sport Ireland through the Irish Sports Monitor.

The Irish Sports Monitor (ISM) is an annual telephone survey of participation in sport and physical activity in Ireland carried out through Sport Ireland. Begun in 2007 and continued throughout 2008, 2009 and most recently 2019 the ISM is primarily designed to track levels of participation in sport and recreational exercise, both for the population as a whole and various subpopulations of interest. Within the ISM, sport is defined as any physical activities that are undertaken for exercise, recreation or sport (excluding walking).

Active Participation in Sport

- **Over half** (55.1%) of respondents **take part in regular** physical activity which is considerably higher than the national average.
- **Men are more likely** to take part in sport and exercise, participation among women is also high with slightly over half (50.9%) taking part.
- **Younger age groups are more likely** to take part in sport and exercise (73% of those aged 16-24) compared to over a third of those aged 65 years or more (37.8%).
- Those with an **illness/disability are less likely to take part** in sport and exercise (48.5% and 56.2% respectively). However, this gap is not as large as the national figures.
- **Popular sports and activities** are gym/personal exercise (18.6%), swimming (10.2%), running (9.3%), cycling (4.7%), golf (4.4%) and Soccer (3.8%).

Social Participation in Sport (covers club membership, volunteering and attending a sporting event).

- **Over half** (53.1%) of respondents took part in some form of social participation.
- **46% of respondents belonged to a club** with men more likely to be club members than women (50.3% compared to 42.1%). The most popular club sports were Gyms/Exercise clubs (20.7%), Golf (6.6%), GAA (5.7%) and Soccer (2.5%).
- **10.9% volunteer for sport** with a similar proportion of men and women volunteering (11.4% compared to 10.4%). Volunteering is **closely linked to children's sport** with over three times as many parents volunteering than non-parents (18.9% compared to 5.5%). The most popular sports to volunteer for are Soccer (2.7%), Gaelic Football (2.3%), Hurling/Camogie (1.4%) and Rugby (1.3%).
- **16.3% attended a sporting event** with a similar proportion of men and women (15.8% and 16.7% respectively). Attending sporting events is **linked to children's sport** with nearly twice as many parents attending (22.5% and 12.1% respectively). The most popular sporting events are Soccer (5.1%), Gaelic Football (3.2%), Rugby (2.6%) and Hurling/Camogie (2.4%).



Broader Physical Activity

- ▶ **Over third of respondents are highly active³ (36.6%) while 5.5% are sedentary⁴.**
- ▶ **Nearly three quarters (72%) of respondents took part in recreational walking.** Over three quarters (79.4%) of women and over two thirds of men (63.7%) take part in regular recreational walking. Over two thirds of those with a long-term illness/disability (69%) take part in recreational walking compared to 72.6% of those without a long-term illness/disability.
- ▶ **Over half of respondents also walk for transport (55.9%) and one in seven (14.9%) cycle for transport.**

Inequality in Physical Activity

While the ISM and Census 2016 show relatively high levels of participation in sport and physical activity in Dún Laoghaire - Rathdown, there continue to be socio-economic inequalities across different social groups.

Research undertaken by the World Health Organisation (WHO) and EU shows that lower socio-economic groups tend to have less free time, limited access to leisure facilities, or live in environments that do not support physical activity. Equally, minority ethnic groups and people with disabilities have been shown in previous research studies to engage in less physical activity and are harder to reach for promoting physical activity than others. It is estimated that, for a population of 10 million people of whom 50% are insufficiently physically active, the cost is EUR 910 million per year. As a consequence, one of the 9 global non-communicable disease targets is a reduction by 10% of the prevalence of insufficient Physical Activity by 2025.

³ Meeting the activity guidelines of at least 30 minutes of moderate/vigorous activity five times a week, this can be achieved through sport and exercise or recreational walking.

⁴ Took part in less than 20 minutes of activity in the last week.

CHAPTER 2.

Overview of dlr Leisure



About dlr Leisure

dlr Leisure was established in 2009 and operates four Leisure Centres at Ballyogan, Loughlinstown, Meadowbrook and Monkstown and one golf course at Stepside on behalf of Dún Laoghaire – Rathdown County Council. dlr Leisure provide fully equipped gyms, excellent pool facilities, fitness studios and all-weather pitches and also have a skate park in Monkstown and a large indoor sports hall in Loughlinstown. The golf facility is located in a stunning scenic location in Stepside with excellent putting greens. dlr Leisure Centres are the ideal place for a family day out, to keep fit, to meet new friends, or just to relax and unwind. The enthusiastic and qualified staff at dlr Leisure are always on hand to assist with queries. Any surplus made is reinvested back into the business for the benefit of the communities we serve through job creation, facility improvements or the provision of new programmes and services.

Governance Structure

dlr Leisure is overseen in its work by a Board consisting of nominated council officials and elected local government representatives. The following individuals make up the current membership of the Board of dlr Leisure:

Cllr. Deirdre Donnelly (Chair)
Ms. Therese Langan (Sec.)
Cllr. Juliet O'Connell
Cllr. Tom Murphy
Cllr. Oisín O'Connor
Ms. Sinead Dunne
Ms. Deirdre Baber

dlr Leisure Management Team

Mr. Niall Cull (CEO)
Ms. Geraldine Dunleavy Larkin (HR & Training Manager)
Ms. Maureen Gaffney (Finance Manager)
Mr. Cian Doyle
Mr. Shane Tobin
Mr. Darren O'Connor
Ms. Michelle O'Reilly



Key Achievements: dlr Leisure Strategy 2015-2020

The first strategic plan for dlr Leisure was developed in 2015 for the period 2015 -2020 and key highlights of what was achieved during this time are as follows:

- Increased participation numbers and access to leisure across both wet and dry programmes.
- Opened and established dlr Leisure Ballyogan as a dry site leisure facility.
- Continued investment in our team of employees' career development and upskilling pathways.
- Annually improved external auditing award scores in both EIQA Q mark for leisure facilities and Ireland Active Industry award standards.
- Improved customer service platforms and response actions to queries.
- Invested in new ranges of cardiovascular and functional training equipment across all four facilities.
- Improved marketing systems and developed a suite of social media platforms.
- Developed our online services to include booking options and fitness classes.
- Established the *ExWell* programme in the county.
- Ensured business sustainability and future development strategy.

The following table provides an overview of usages patterns across the four dlr Leisure Centres in 2019:

2019	Centre Lessons	PAYG Pool & Gym	Classes	Social Inclusion	Pitches	Member Swipes	Overall Usage
Meadowbrook	38,748	67,128	17,514	18,991	5,642	57,014	238,913
Loughlinstown	17,455	23,923	9,440	11,199	13,112	38,406	179,841
Monkstown	24,900	28,754	6,462	11,234	16,630	35,818	148,704
Ballyogan	N/A	3,507	6,229	3,271	13,630	27,254	54,120



Case Studies

Since its inception, dlr Leisure has pioneered a range of targeted programmes and events to add value to the immense work taking place throughout the community. Examples of this work include *ExWell* in Loughlinstown, *Water Rehab* in Monkstown, *MEDEX* in conjunction with UCD in Ballyogan and *An Gaisce Award* into Meadowbrook. On piloting these programmes, dlr Leisure assess how they are received and their impact on the intended client base. If the demand is there, dlr Leisure look to increase the sessions provided per week and/or introduce the programme across additional facilities. Each of these programmes is described in more detail below.

■ *ExWell*, Loughlinstown (2018)

ExWell Medical is a social enterprise, not-for profit company limited by guarantee. It provides medically designed programmes for chronically ill participants delivered by appropriately trained and experienced *ExWell* instructors and staff. It was founded on the belief that everyone can participate to some extent in exercise and that any form of exercise will be helpful. The programme accepts all chronically ill participants meaning those with any long-term conditions such as heart disease, neuromuscular disease, mental health, cancer, diabetes, arthritis, bowel disease etc. Classes are 1 hour in duration and involve a combination of aerobic (walking/cycling/rowing), resistance (using weights), core strength and balance exercises, led by trained instructors all responsive to the needs of participants. After each class, tea/coffee is served to encourage social interaction between participants. At *ExWell*, enjoyment and fun are a priority along with safety. *ExWell* Medical try to cater for everyone.

■ *Water Rehab*, Monkstown (2017)

Monkstown's *Water Rehab* class is a great fun low impact water-related exercise which increases cardiovascular fitness, as well as improving overall strength. The resistance of the water allows for very effective exercise without impact on joints and our qualified teachers guide participants in technique. *Water Rehab* is a way to treat orthopaedic injuries, musculoskeletal, neuromuscular and cardiopulmonary disorders. It is also a fantastic way to improve functional abilities, like balance and walking, in the wake of debilitating illnesses or major surgical procedures. In particular, studies have shown water rehab to be highly effective at improving post-operative mobility and endurance.

■ MEDEX in conjunction with UCD, Ballyogan (2019)

MedEx is a community based chronic illness rehabilitation programme that offers structured and supervised exercise classes to enable people with a diverse range of illnesses to exercise in a safe environment in order to maintain or gain fitness during or after treatment. Patients with serious and chronic diseases such as heart disease, lung disease, diabetes, cancer, peripheral vascular disease and neurodegenerative conditions can avail of the programme. HSE funded evaluation of *MedEx* demonstrated the positive effects exercise had on patients' psychological wellness and cognition. *MedEx* represents a form of social prescribing, where GP's, consultants, nurses and other primary care professionals can refer people to local, non-clinical services that will contribute to their overall happiness and recovery. Structured and supervised exercise classes have been proven to promote psychological wellness and improve cognition. The *MedEx* programme is a really positive service for the Dún Laoghaire-Rathdown community.

■ An Gaisce Award, Meadowbrook (2019)

Gaisce or 'great achievement' is a self-development programme for young people between the ages of 15-25 and has been in existence since 1985. At *Gaisce* the main aim is to ensure a programme which fits the needs of every young person who wishes to participate in the *Gaisce* programme and to give each participant the best possible opportunity to do so. *Gaisce* believes in the ability and resilience of young people and through the *Gaisce* programme, helps them to nurture that ability and to realise their full potential. *Gaisce* is focused on, and driven by, the core values of Empowerment, Inclusion & Equality, Respect and Excellence.



CHAPTER 3.

Approach to dlr Leisure Strategy 2022-2027



The development of this strategic plan was a collaborative process that included consultation with the public, the managers and staff of dlr Leisure Centres, the Board, CEO and community groups. It also reflects the key policy priorities contained within local and national policy documents and plans (see Appendix 3).

Consultation Process

The key elements of the consultation process included:

- Review and analysis of local and national research (including demographic projections, physical activity levels and trends).
- Review of the dlr Corporate Plan, Local Economic and Community Plan and Strategy for Sporting Facilities for the county.
- Consultations with the Board, CEO and staff of dlr Leisure, key stakeholders in the community and statutory bodies.
- A Public Survey distributed widely through dlr Leisure, dlr Sports Partnership and Dún Laoghaire – Rathdown County Council.

Public Survey - Key Findings

The public survey was circulated widely across the public through existing databases to help inform the development of the strategy. A response rate of 379 participants was generated. A summary of the key results of the survey are as follows:

- The majority of survey respondents access dlr Leisure as **Pay as You Go** (46.56%) and as a **Member/Direct Debit Client** (34.13%).
- Public Use of dlr Leisure Centres is evenly weighted across the four centres - **Monkstown** (45%), **Meadowbrook** (41%), **Loughlinstown** (40%) and **Ballyogan** (18%).
- The **top facilities** availed of by survey respondents are the **Pool** (77%), the **Gym** (55%) and **Fitness Classes** (36%).

- The **top programmes** availed of by survey respondents are **Public Swims** (63%), **Gym** (52%) **Studio Classes** (34%) and **Swimming Lessons** (30%).
- **73%** of respondents stated that dlr Leisure facilities, activities and programmes **met their needs either well, very well or extremely well**.
- **Awareness** among respondents of the EIQA Q Mark and Ireland Active National Quality Standard was at **low** at 24% and 29% respectively.
- The majority of respondents stated that **Facebook** (67%) and **dlr Leisure Website** (57%) were the main forms of **communication** used to keep in touch with dlr Leisure.
- dlr Leisure received a **Net Promoter Score** of **8 out 10** from respondents who stated they would recommend dlr Leisure to a family member, friend or colleague.
- The **age profile** of the majority of respondents was between **35 and 54** (61%), followed by the 25-34 age group (15%) and the 55-64 age group (13%).
- 65% of respondents were **female** and 34% were **male**.
- Responses were received from over 21 areas across the county (*see Graph 10, p.24 for Areas of Residence*)

Key Themes

The key themes that emerged in the public survey from comments made by respondents are outlined below:

Responsibilities - within the control of dlr Leisure include:

- Customer Service
- Staff Recruitment
- Staff Development / Training
- Hygiene
- Programmes
- Facilities

dlr County Council responsibilities - outside the control of dlr Leisure include:

- Facilities – tennis courts, swimming pools, running tracks, parks, cycling paths, baths at DLR etc.
- Programmes – Outdoor activities, mountains, parks, greenways, running clubs etc.

The CEO of dlr Leisure is a board member of the dlr Sports partnership and assists with strategic planning within this area.

Response

The response to these themes will be addressed in the strategic plan priorities, objectives and actions which are outlined in **Chapter 4**.

CHAPTER 4.

The Way Forward



The strategic plan provides direction for dlr Leisure to continue to build on the work that has been achieved in the previous strategy and to rise to the challenges and opportunities that have come about in response to Covid 19 to create a resilient, customer focussed and adaptable service. In devising the strategy we have listened, learned and changed in response to the changing needs of our customer and the wider environment brought about by Covid 19. dlr Leisure will, in conjunction with partner organisations, advocate, network, lead, coordinate, deliver, research and communicate the opportunities for physical activity development and participation in the county.

Vision: Our vision is to improve the quality of life for the communities we serve by inspiring and encouraging everyone to become more active.

Mission: Our mission is to promote leisure facilities and sporting experiences that are accessible, inclusive and customer focused. We strive to deliver high standards by qualified staff to enhance and support a healthy lifestyle. We will make every effort to ensure all enquiries are handled with care and that a prompt response is issued. We will ensure that all communication is provided to our customers in an open, transparent and clear manner.

Values: Our actions in pursuing our Mission and Vision will reflect our core values. Our core values shape how we deliver our services:

- **Customer Responsive:** Provide flexible and responsive services for all that are welcoming, enthusiastic, innovative interactive and fun.
- **Accessible:** Communicating and operating in a helpful, inclusive and accessible and open way.
- **Respect:** For each other; our customers; our partners and operating in a manner that respects difference.
- **Excellence:** Continuously improving and attaining external accreditation.
- **Health & Safety:** We will always ensure we provide industry and government best practice and legislation to deliver safe managed environment. We will also undertake any external audit verification that the leisure industry delivers.



Strategic Priorities 2022 - 2027

dIrl Leisure Strategy 2022 - 2027 has identified ten key Strategic Goals as follows:

1. Customer Confidence:

We are committed to providing the best service we can and to engaging with and building trust with our customers in our facilities, our programmes and our staff.

2. Increased Participation:

We aim to increase participation in our sport and leisure facilities and programmes in line with the National Guidelines.

3. Accessibility, Inclusion and Diversity:

We will endeavour to make our services accessible and inclusive to all users, regardless of physical, mental abilities through working in partnership with others to ensure best practice and service delivery.

4. High Quality Facilities:

We will ensure the facilities are maintained to the highest standards through accreditations including the EIQA (Q Mark) and benchmarking with other leading providers.

5. Continuous Innovation:

We will continually redefine the levels of innovation, quality and service necessary to deliver the best fitness and sporting experiences to our customers.

6. Support healthy lifestyles:

We will enable our customers to improve their wellbeing through access to programmes that help them become more active and to adopt a healthier lifestyle.

7. Commit to the development of our staff:

We will support the training and development needs of our employees to help them achieve their full potential and deliver on our business priorities.

8. Ensure a sustainable viable business:

We will run a financially sustainable business, managing risk and also creating business opportunities and re-invest any surplus back into the company.

9. Improve energy management, mitigate climate change and building efficiencies:

We will endeavour to play our part in the climate action effort by reducing emissions from direct and indirect activities and adopting environmentally sustainable practices across our operations.

10. Contribute to the shared outcome of Dún Laoghaire-Rathdown County Council:

We work closely with Dún Laoghaire-Rathdown County Council to ensure that our service delivery is joined up and contributes to our shared outcomes.



How will we get there?

Governance and Structures

dlr Leisure operates to the highest standards of openness, transparency and good governance. This involves delivering on its commitments to a wide range of corporate and management responsibilities such as financial management, administration, staff development, facilities and programme development. The prudent and efficient management of these internal responsibilities directly impacts on our ability to deliver on our vision, mission and action plan to the benefit of all our stakeholders. dlr Leisure achieves this in the following ways:

- Maintaining an effective structure and strategic oversight via the dlr Leisure Board and Audit Committee.
- Financial prudence working within the limits of available annual funding.
- Operating to appropriate procedures and national standards.
- Maintaining and developing staff.

Monitoring

We are committed to ongoing monitoring as we progress the implementation of this Strategic Plan and the following approach is used to measure our progress:

- Qualitative and quantitative feedback from participants in our facilities and programmes.
- Gathering feedback from lead agencies in all our joint initiatives.
- Bi-monthly and yearly updates to the Board of dlr Leisure.
- Preparation (and production on our website) of an annual work plan.
- Individual facility business plans will track performance of facility to company objectives on an annual basis.

The Action Plan 2022-2027

Strategic Goal 1: Customer Confidence and Service	Actions
OBJECTIVE: We are committed to providing the best service we can and to engaging with and building trust with our customers in our facilities, our programmes and our staff.	<ul style="list-style-type: none"> ■ Customer Service training for all employees ■ Clear communication of key messages ■ Improved interaction in facilities between staff and clients
Strategic Goal 2: Increased participation	Actions
OBJECTIVE: We aim to increase participation in our sport and leisure facilities and programmes in line with the National Guidelines.	<ul style="list-style-type: none"> ■ Rebuild programmes in line with Government/ industry guidelines. ■ Research and implement new programmes. ■ Assist schools, community groups, clubs and groups access to facilities in which we operate
Strategic Goal 3: Accessibility and Diversity	Actions
OBJECTIVE: We will endeavour to make our services accessible to all users, regardless of physical abilities through working in partnership with others to ensure best practice and adherence to applicable law and international standards.	<ul style="list-style-type: none"> ■ Continue to provide programmes accessible to all. ■ Research and procure accessible fitness equipment. ■ Liaise with strategic partners to provide accessible leisure facilities.
Strategic Goal 4: High Quality Facilities	Actions
OBJECTIVE: We will ensure our facilities are maintained to the highest standards through accreditations including the EIQA (Q Mark) and Ireland Active and benchmarking with other leading providers.	<ul style="list-style-type: none"> ■ Ensure industry best hygiene practices are maintained. ■ Seek annual external auditing by industry standard bodies. ■ Provide client platform to address customer comments/feedback
Strategic Goal 5: Continuous Innovation	Actions
OBJECTIVE: We will continually redefine the levels of innovation, quality and service necessary to deliver the best fitness and sporting experiences to our customers.	<ul style="list-style-type: none"> ■ Research trends in the leisure industry and provide new programmes. ■ Ensure all available space is utilised effectively. ■ Assist strategic partners in developing sports facilities, programmes and fitness experiences countywide.
Strategic Goal 6: Support Healthy Lifestyles	Actions
OBJECTIVE: We will enable our customers to improve their wellbeing through access to programmes that help them become more active and to adopt a healthier lifestyle.	<ul style="list-style-type: none"> ■ Provide both wet and dry rehabilitation related programmes. ■ Assist provision of wellness supports and programmes to clients and staff. ■ Develop and pilot online access to fitness and exercise programmes.

Strategic Goal 7: Commit to Staff Development	Actions
OBJECTIVE: We will support the training and development needs of our employees to help them achieve their full potential and deliver on our business priorities.	<ul style="list-style-type: none"> ■ Provide HR & Training support and mentoring programmes. ■ Implement and facilitate training courses internally. ■ Engage with education providers to provide entry level career opportunities in the leisure industry.
Strategic Goal 8: Ensure a sustainable and viable business	Actions
OBJECTIVE: We will run a financially sustainable business, managing risk and also creating business opportunities and re-invest any surplus back into the company.	<ul style="list-style-type: none"> ■ Continue to ensure all governance and legal requirements are delivered professionally. ■ Reinvest any surplus income in developing leisure provision. ■ Explore actions to improve energy usage and plant efficiency
Strategic Goal 9: Improve energy management, mitigate climate change and building efficiencies	Actions
OBJECTIVE: We will improve energy management and implement building efficiencies to mitigate climate change	<ul style="list-style-type: none"> ■ Enter into an Energy Performance Contract to manage all of dlr facilities. ■ Promote initiatives and campaigns that promote behaviour change around climate change and its mitigation with our staff and clients. ■ Improve waste management practices/ Recycling
Strategic Goal 10: Contribute to the shared outcomes of Dún Laoghaire-Rathdown County Council	Actions
OBJECTIVE: We will work closely with Dún Laoghaire-Rathdown County Council to ensure that our service delivery is joined up and contributes to our shared outcomes.	<ul style="list-style-type: none"> ■ Contribute to Sports Partnership, Sports Development, and Energy committees of Dún Laoghaire-Rathdown County Council ■ Provide information /reports on leisure provision requirements to partners. ■ Promote priority of participation and inclusivity through our programming of activities

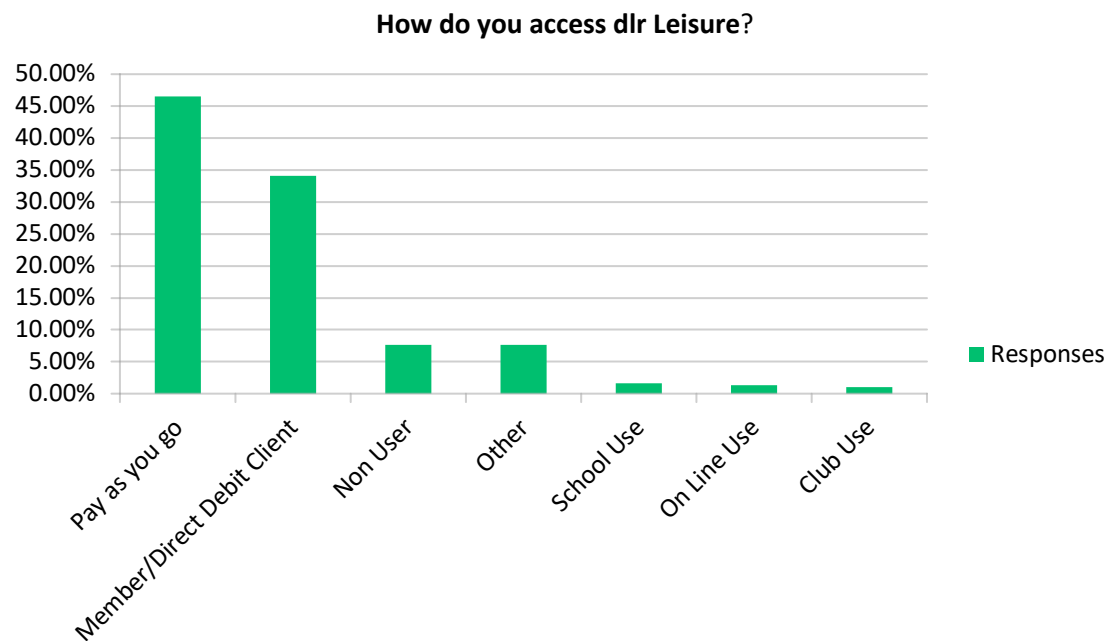


Appendix 1: References

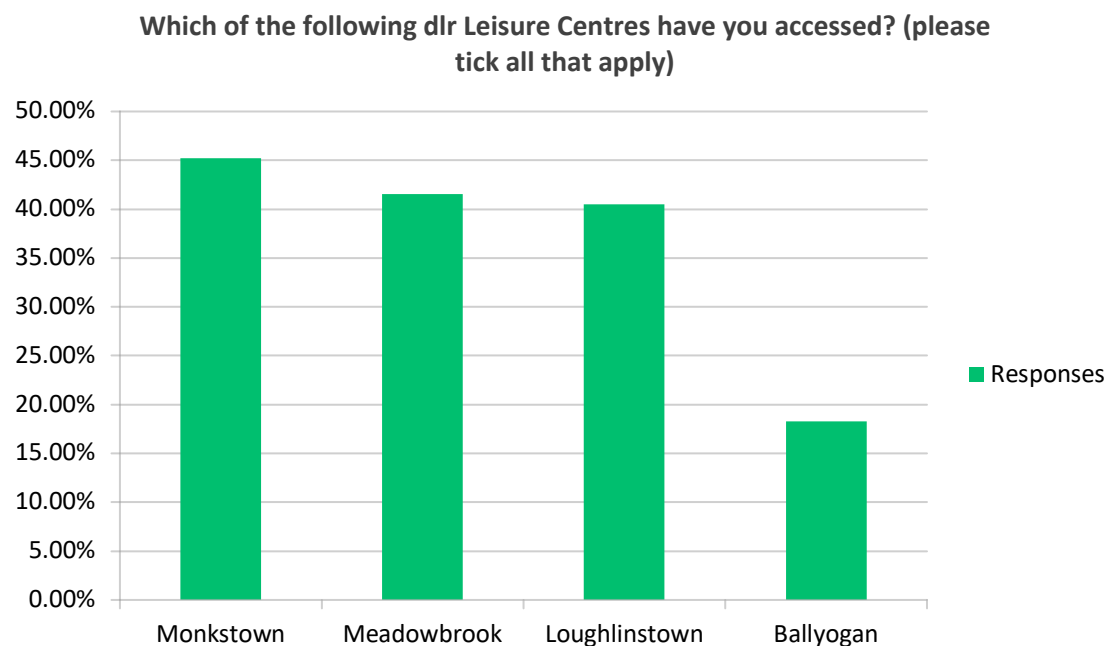
- dlr County Council Corporate Plan 2020-2024
- Draft dlr County Development Plan 2022-2028
- dlr Sports Facility Strategy 2017-2022
- dlr Sports Partnership Strategy 2018-2022
- Dún Laoghaire-Rathdown Sports Monitor report 2017
- Irish Sports Monitor Report 2017
- IRELAND PHYSICAL ACTIVITY FACTSHEET, WHO and EU
- National Sports Policy 2018-2027, Department of Transport, Tourism and Sport
- Participation Plan 2021-2024, Sport Ireland
- Physical Activity Strategy for the WHO European Region 2016-2025, WHO
- WHO Global Recommendations on Physical Activity for Health

Appendix 2: Public Survey - Graphs

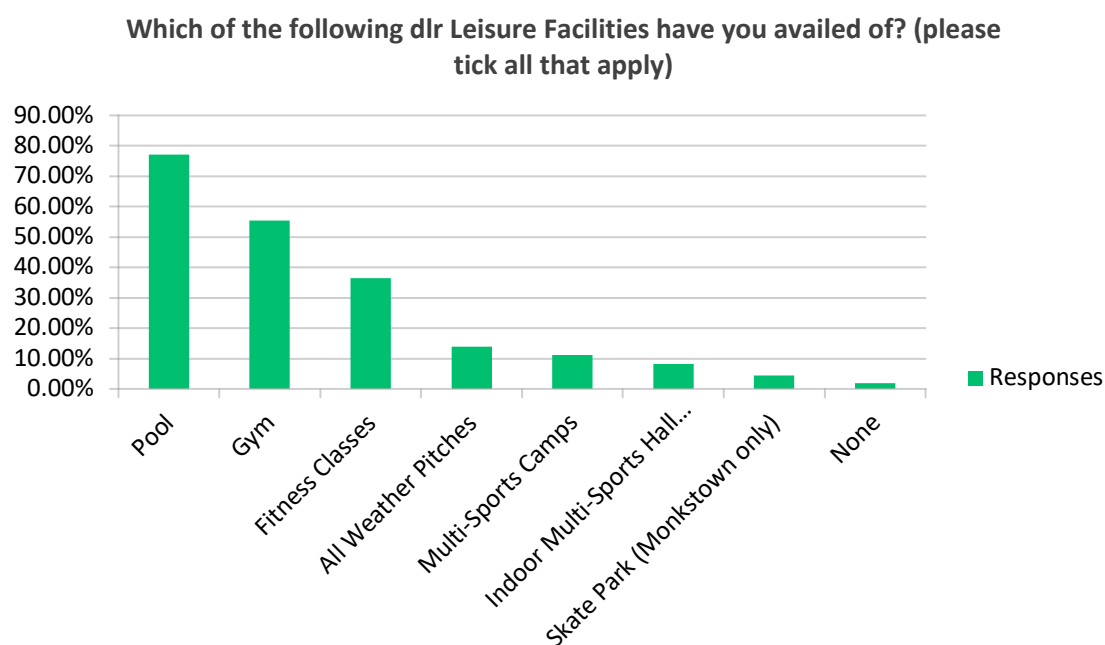
Graph 1



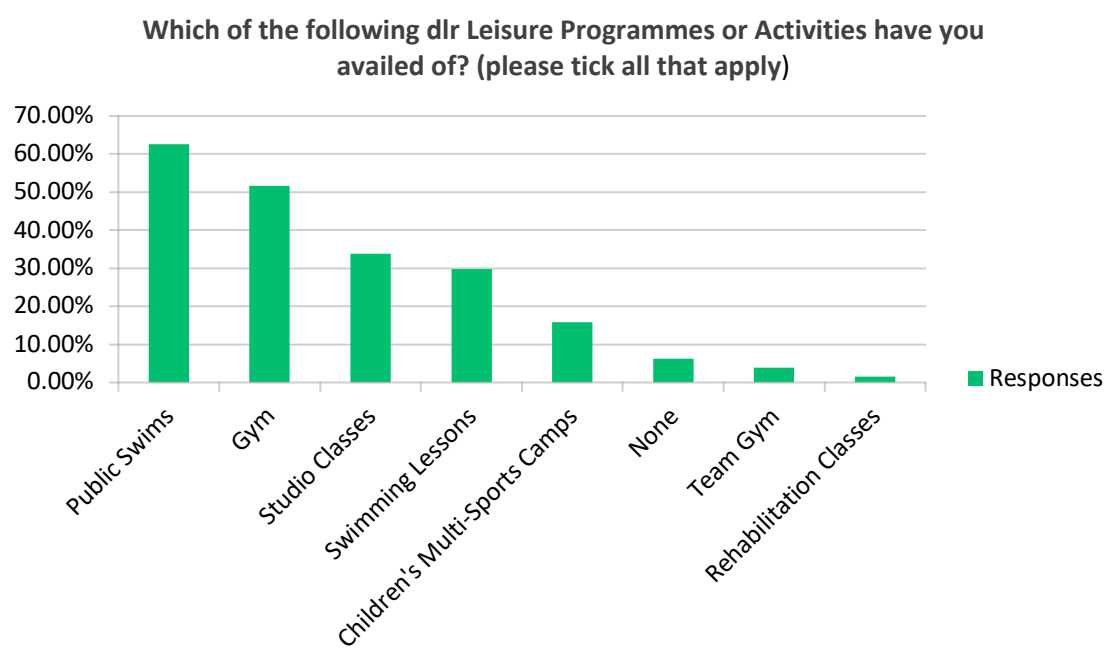
Graph 2



Graph 3

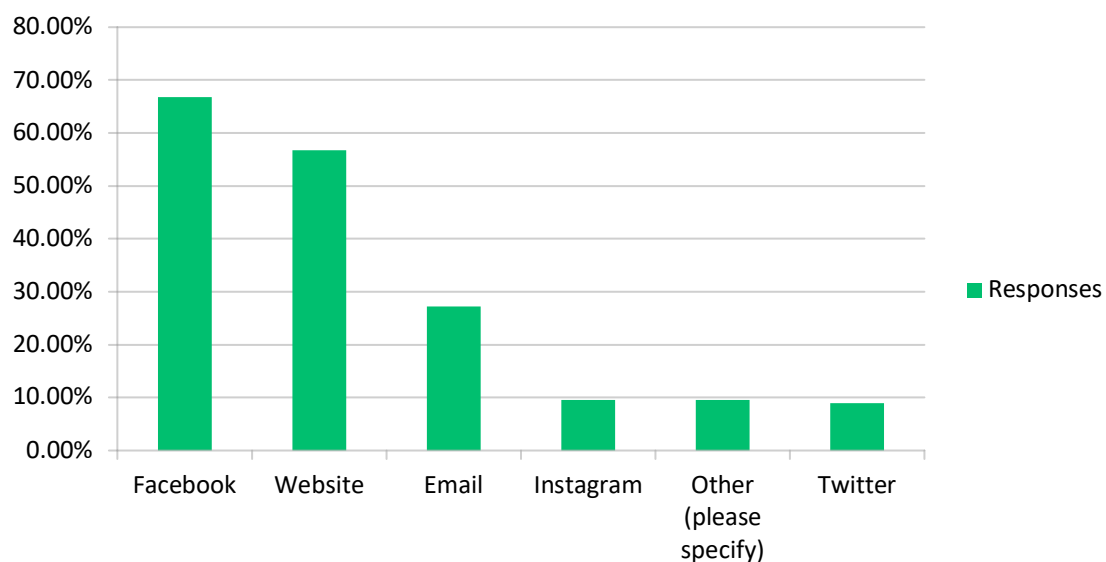


Graph 4



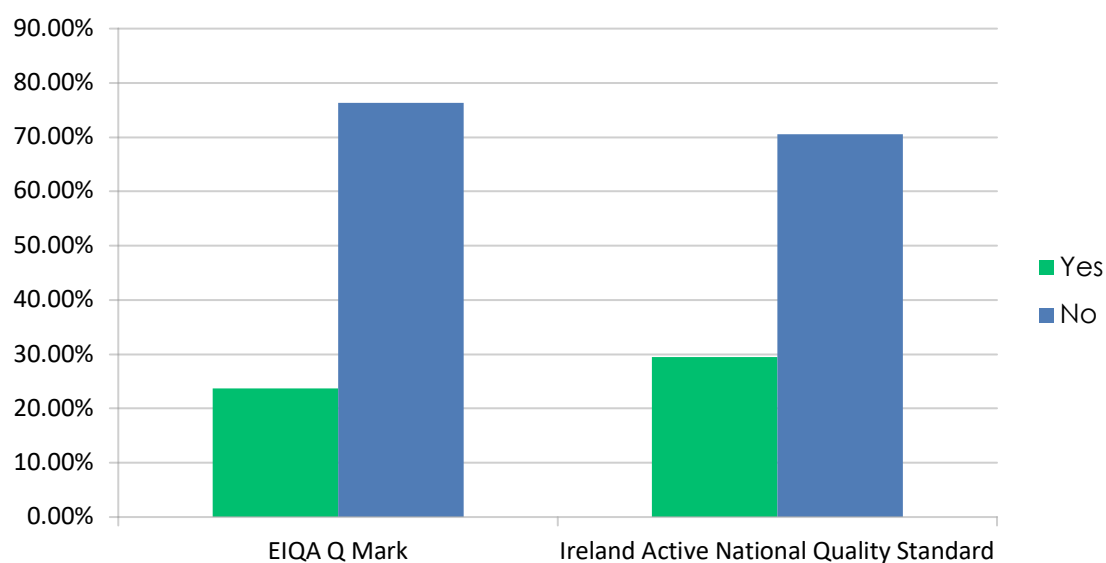
Graph 5

What forms of communication do you use to keep in touch with dlr Leisure? (please tick all that apply)

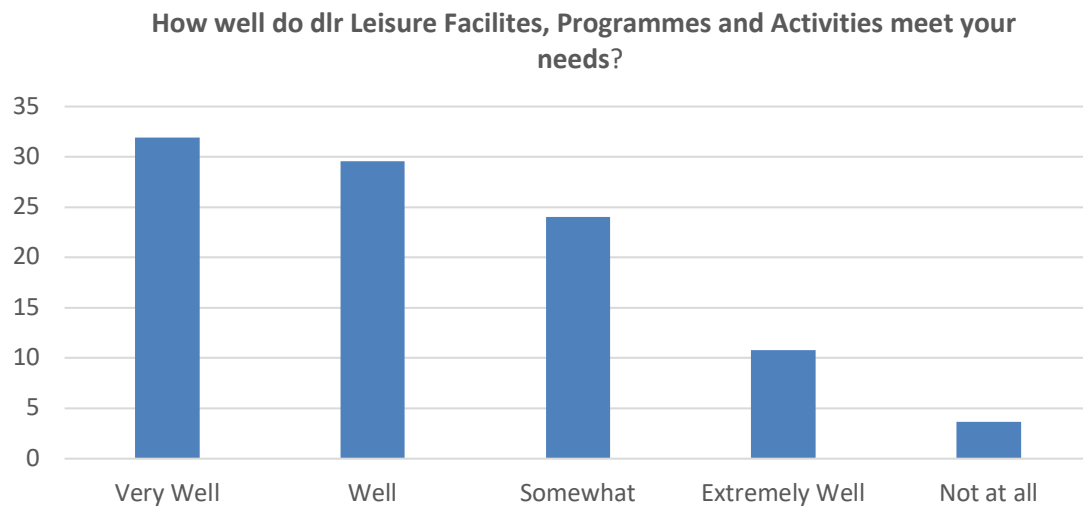


Graph 6

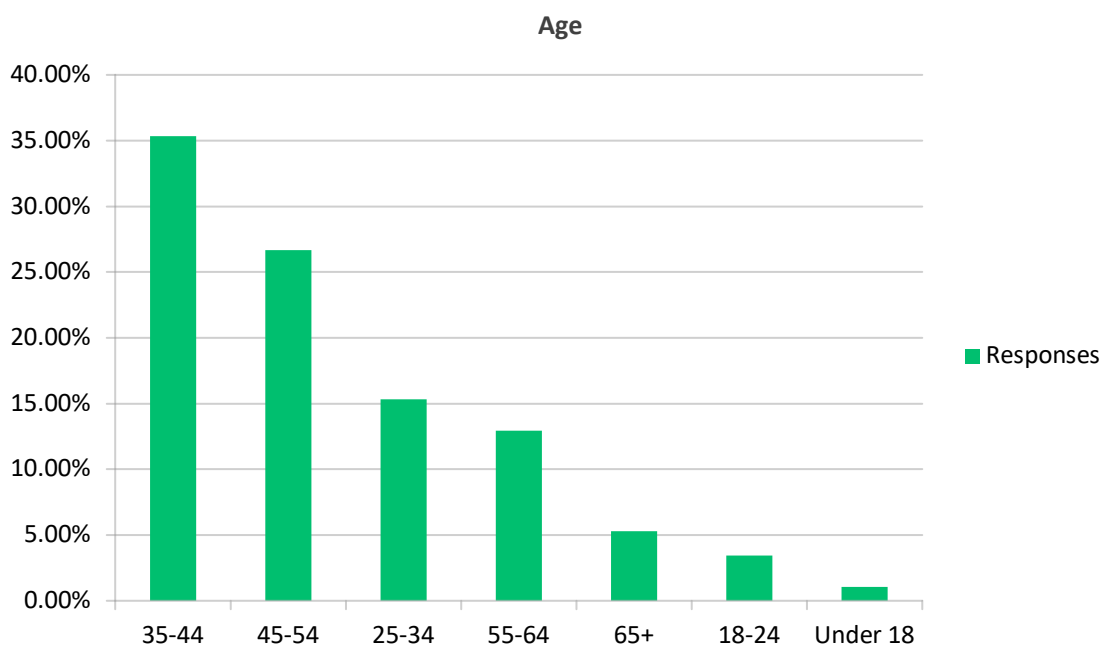
Are you aware of the external accreditation that dlr Leisure seeks recognition for?



Graph 7

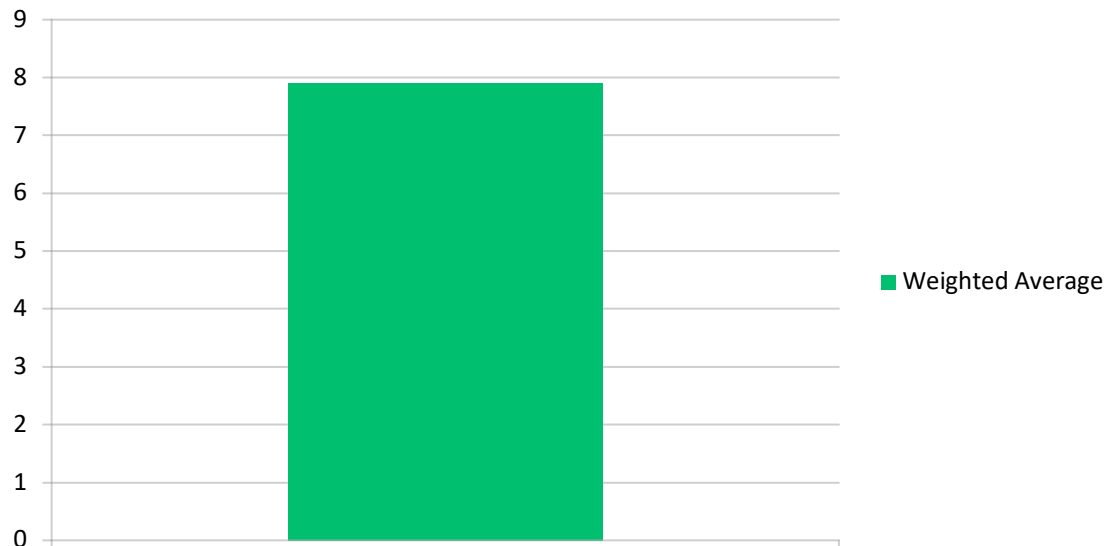


Graph 8



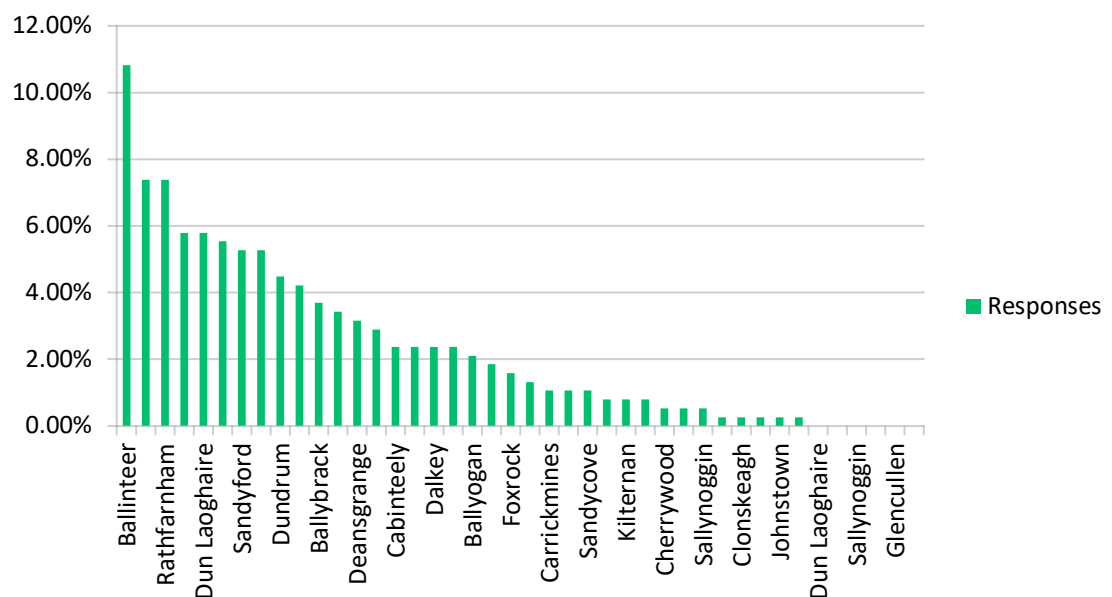
Graph 9

On a scale of 1-10, how likely are you to recommend dlr Leisure to a colleague, friend or family member? (1 is unlikely and 10 is highly likely)



Graph 10

Respondents Area of Residence



Appendix 3: Customer Charter - Our Commitment to you

Mission Statement: “Our mission is to promote leisure facilities and sporting experiences that are accessible, inclusive and customer focused. We strive to deliver high standards by qualified staff to enhance and support a healthy lifestyle.”

We will make every effort to ensure all enquiries are handled with care and that a prompt response is issued. We will ensure that all communication is provided to our customers in an open, transparent and clear manner.

Ways in which we can communicate with you:

In Person: Speak to the Manager on Duty in the centre at the time of the issue to see if they can resolve it immediately.

Telephone Enquiries: Our staff will endeavour to answer any questions you might have. If we do not have the information to hand, we will return your call within 24 hours keeping you informed of progress.

Written Correspondence, Email: If you wish to address an issue regarding a particular facility, all correspondence should be addressed to the Centre Manager of that facility. You can do this through our contact page on the website or by writing to them at the contact details below. All queries received will be acknowledged within 2 days; for email and written correspondence, responses will be sent within 7 working days. When further investigation is required, the response will be sent within 20 working days where possible.

Social Media: Each centre operates their own Facebook page and we operate one Twitter page for the company. While we are happy to communicate with you through this channel, we would ask that you send any personal grievances through one of the more private communication channels available to you above. Facebook & Twitter are not always manned, so this could cause further delays in us responding to you.

Equality: We welcome the diversity of our customers and will deal with all customers in a fair and equitable manner.

Appendix 4: List of dlr Leisure Facilities

BALLYOGAN

Samuel Beckett Civic Centre
41 Ballyogan Ct,
Ballyogan,
Dublin 18
PH: (01) 294 3880
Email: ballyogan@dlrleisure.ie
Web: <https://dlrleisure.ie/ballyogan-studio-timetables/>

LOUGHLINSTOWN

Loughlinstown Drive,
Loughlinstown,
Dún Laoghaire,
Co. Dublin
PH: 01 282 3344
Email: loughlinstown@dlrleisure.ie
Web: <http://www.dlrleisure.ie/loughlinstown/>

MEADOWBROOK

Broadford Road,
Ballinteer,
Dublin 16
PH: 01 299 5610
Email: meadowbrook@dlrleisure.ie
Web: <http://www.dlrleisure.ie/meadowbrook/>

MONKSTOWN

Monkstown Avenue,
Monkstown,
Blackrock,
Co. Dublin
PH: 01 230 1458
Email: monkstown@dlrleisure.ie
Web <http://www.dlrleisure.ie/monkstown/>

HEAD OFFICE/SUPPORT SERVICES

Carnegie House,
Library road,
Dún Laoghaire,
Co. Dublin
Email: infor@dlrleisureservices.ie
Web: www.dlrleisure.ie

STEPASIDE GOLF

Enniskerry Road,
Kilternan,
Co. Dublin
Phone: 01 2952859
Web: <http://www.stepasidegolfcourse.com/>

