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Coiste Átha Cliath LA Strategy – Agenda (1 of 1)

- Aim of the Coiste Átha Cliath LA engagement strategy
- Coiste Átha Cliath and the local government planning process
- Coiste Átha Cliath in terms of social innovation
- Coiste Átha Cliath experience in local government relationships
- Building the engagement
- Challenges to building the engagement
- Appendix



Aims & Context (1 of 4)

- Coiste Átha Cliath believe a wide range of synergies exist between Dublin based local government and the GAA in the area of sustainable community development
- Coiste Átha Cliath developed this LA engagement strategy with the aim of:
 - **Demonstrating** its understanding of the challenge of sustainable community development in urban Ireland
 - **Conveying** the unique characteristics of Dublin GAA and its ability to generate social capital
 - **Positioning** Dublin GAA as an implementation mechanism for government social policy
 - **Outlining** Coiste Átha Cliath new interventions in the form of its Coaching and Games Strategy
 - **Highlighting** Coiste Átha Cliath's unquestionable record in meeting to needs of socially disadvantaged communities



Aims & Context (2 of 4)

- Aim of Coiste Átha Cliath LA engagement strategy (contd.):
 - **Communicating** its understanding of the urban sports development process by:
 - **Clarifying** the inputs required to maintain and build sustainable community clubs
 - **Relating** the presence of these inputs to the sustainability and success of a community club
 - **Developing** the interventions that can stimulate sustainable community club retention and growth
 - **Describing** the mutual benefits of Coiste Átha Cliath and local authority engagement



Aims & Context (3 of 4)

- All of the above result in the ultimate aim of creating a pathway for:
 - ***A Strategic engagement and implementation process to emerge which will result in an agreed GAA Plan for each Dublin based local authority area***
- Please note that this work will be conducted in a fashion that drives the profile of the Association highlighting:
 - Trends & Issues in Modern Ireland
 - Unique characteristics of Dublin GAA
 - GAA policy in community and facilities development
 - How the GAA can help implement government social policy?



Aims & Context (4 of 4)

- It is essential that the engagement by Coiste Átha Cliath with all 4 Dublin based local authorities is not:
 - Confused or inter linked with the needs of the Croke Park stadium relationship with Dublin City Council
- From a GAA perspective:
 - This ensures the localised need of a club (or cluster of clubs) is not inter twinned with the stadium management or planning needs
 - This also separates the needs of the stadium from any conflict situation that may emerge at local level



Local Government Planning Process (1 of 1)

- LA functions relevant to the GAA:
 - Playing pitches & local sports facilities (Changing rooms etc.)
 - Sports development programs
 - Sports and Leisure facilities owned and operated by the local authority
 - Social services
 - Estates management
 - Local Sports Partnerships
- This may be located in Directorates such as:
 - Community & Enterprise
 - Recreation & Culture
 - Culture, Community & Amenities
 - Community Services
 - Social Inclusion



Coiste Átha Cliath & Social Innovation (1 of 6)

- Coiste Átha Cliath is an organisation:
 - Moving from a traditional administrative body to development agency
- To communicate this to local authorities requires a focus on:
 - Coiste Átha Cliath core values via its concept of community based sport
 - Coiste Átha Cliath Interventions via its Coaching & Games Strategy
 - Inputs for sustainable club development
 - Access to inputs and the affect on club development
 - Project performance
 - Building the engagement at:
 - A strategic level
 - An operational level



Coiste Átha Cliath & Social Innovation (2 of 6)

- Core values that will appeal to local government
 - Community Club Concept
 - “Bottom Up” Voluntary Driven Development
 - Volunteer Led Decision Making
 - Fair Access & Inclusiveness
 - Interventions to support the volunteer
 - Local & Irish Identity



Coiste Átha Cliath & Social Innovation (3 of 6)

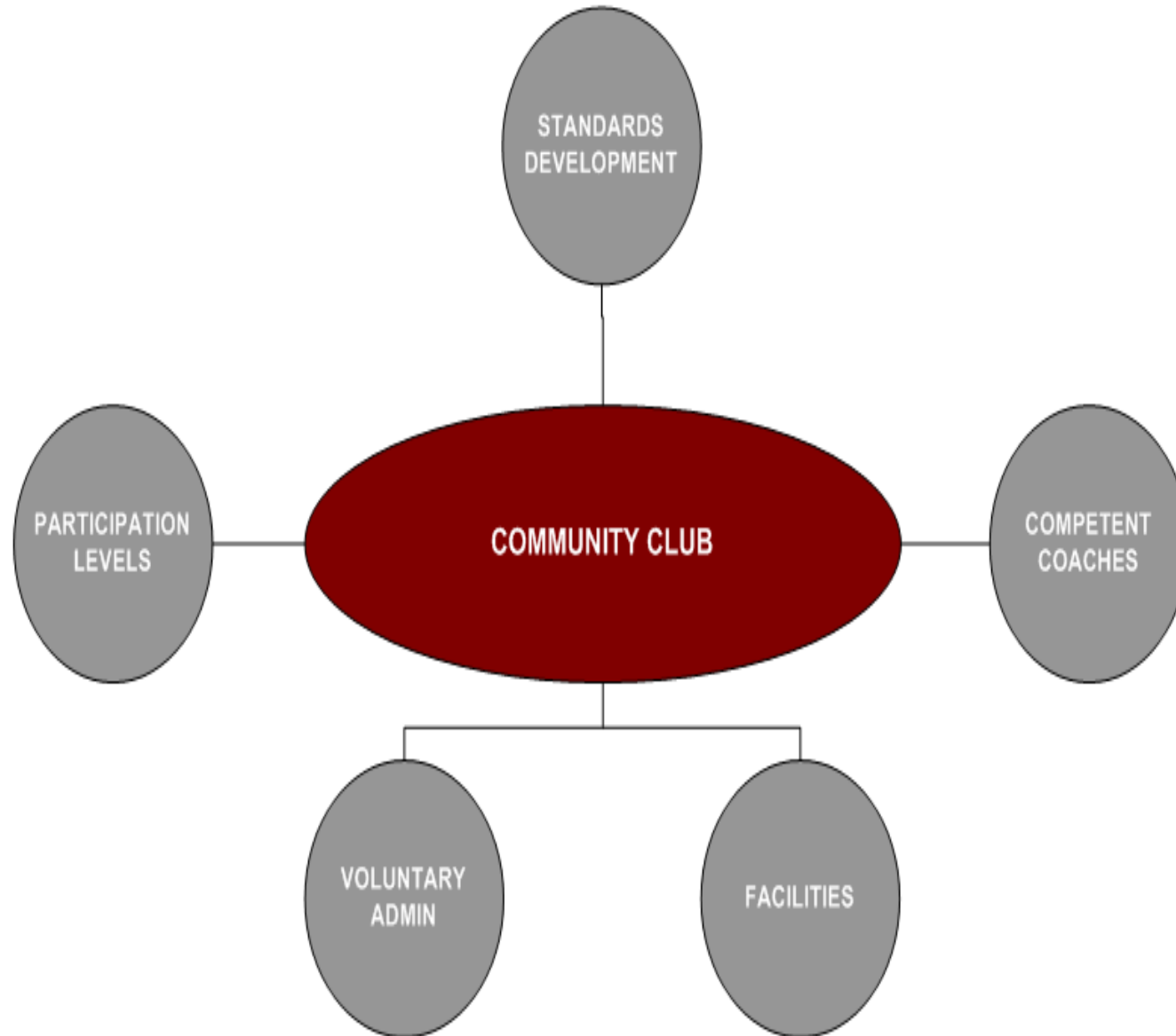
- Interventions via the Coaching & Games Strategy include:
 - Games Programs
 - Increasing sports participation
 - Developing standards
 - Coaching & Games Resources
 - GPO / Coaching Assistance Program
 - Coiste Átha Cliath Schools of Excellence & Volunteer Training
 - Club Development Interventions
- This is the package of interventions the County Board will present to local government as ways:
 - Of creating pro social community and sports development at local level



Coiste Átha Cliath & Social Innovation (4 of 6)

- Essential inputs for sustainable club development include:
 - Participation Levels
 - Standards Development
 - Voluntary Administrators
 - Competent Coaches
 - Facilities
- The Inputs by Analogy
 - *“If a club can get people be they players of all ages, parents or sports volunteers of all types its got a chance of delivering for its local community. If that mobilised body can create sports activity in a fashion that ensures good coaching standards, opportunities for players of all abilities within an empowered democratic organisational structure that is supported by access to good facilities then the local community has a sustainable club”*

INPUTS TO A COMMUNITY CLUB





Coiste Átha Cliath & Social Innovation (5 of 6)

- Access to inputs and the affect on club development
- Not all clubs have equal access to the essential inputs for club development
- The inputs are differentiated on inputs that influence:
 - Participation levels in clubs
 - Participation in schools
 - Standards development
 - Voluntary administrators
 - Competent coaches
 - Facilities
- Please see the Appendix for a detailed analysis of:
 - What makes an individuals clubs circumstances different!



Coiste Átha Cliath & Social Innovation (6 of 6)

- In project performance it is important to understand that:
 - All Coiste Átha Cliath interventions are inputs
- With the output being:
 - An increase in the well coordinated, well organised and sustainable volunteerism that drives all aspects of a community club
- It is vital to communicate this clearly to local government as:
 - It clearly demonstrates how the GAA can bring “added value” to the community development process
- Coiste Átha Cliath views its performance measurement in 3 tiers with the ultimate success the:
 - Stimulation of the levels of volunteerism that drive clubs

PERFORMANCE MEASUREMENT: A "BOTTOM UP" APPROACH



OUTPUT: AN INCREASE IN THE VOLUNTEERISM REQUIRED TO RUN AN ORGANISED, WELL PLANNED & SUSTAINABLE COMMUNITY CLUB

TIER 3: INTERVENTION

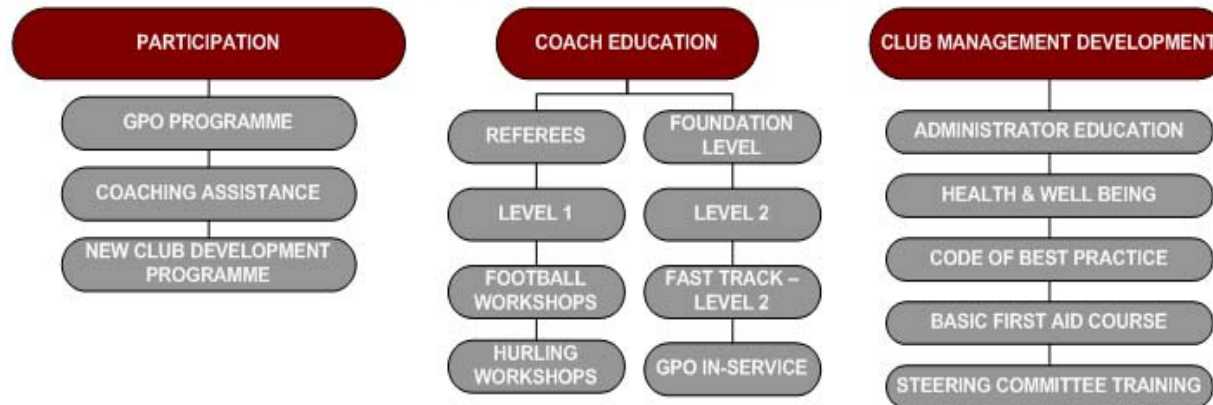


HIGH LEVEL INTER COUNTY BRAND

TIER 2: INTERVENTION



TIER 1: INTERVENTION



MEASURING INTERVENTIONS NOT VOLUNTEERS



Coiste Átha Cliath – LA Experience(1 of 3)

- Key points include:
 - Increased relevance of local authorities in community and sports development (Traditional GAA control is in decline)
 - Greater central control in non GAA organisations
 - FAI sometimes perceived as a partner of choice
 - General desire by LA's to develop multi sport facilities
 - Differing needs of each local authority area
 - Different strategies in each local authority area
 - Some inter council rivalry apparent
 - Key LA drivers include club growth in emerging population centres
 - The availability of land is a key critical success factor
- Local Authorities in order of prioritisation (February 2009)
 - Fingal / South Dublin / City / DLR



Coiste Átha Cliath – LA Experience(2 of 3)

- Increased awareness of GAA activities by local government
 - Recognition of Coiste Átha Cliath capacity to deliver at local level:
 - Tyrellstown / Adamstown / Na Dubh Ghall
 - Value for money in GAA delivered programs
 - Endorsed by NCTC
 - GAA facilities management capacity
 - Recognition of Management competence in facilities management
 - In some instances a preference for movement of pitch control to club control
- Strong recognition of Dublin GAA as a premium sporting brand



Coiste Átha Cliath – LA Experience(3 of 3)

- Initial engagement with DLR
 - Developed as test environment
 - Facilities based engagement
 - Centrally led but locally controlled
 - Agreed internal GAA agenda
 - Optimum position to negotiate the best deal available
- How does it work?
 - Committee of 7 club chairman
 - Principle of local voluntary control
 - Serviced by Strategic Program Manager & RDO
 - Report to committee
- Started January 2007 & Reviewed March 2008



Building the Engagement (1 of 3)

- The suggested objective of the engagement is to develop:
 - A strategic engagement and implementation process
- With the outcome being
 - An agreed GAA / Local Authority plan for each local authority area
- Building the engagement would have two distinct stages:
 - High level strategic engagement
 - Operational engagement



Building the Engagement (2 of 3)

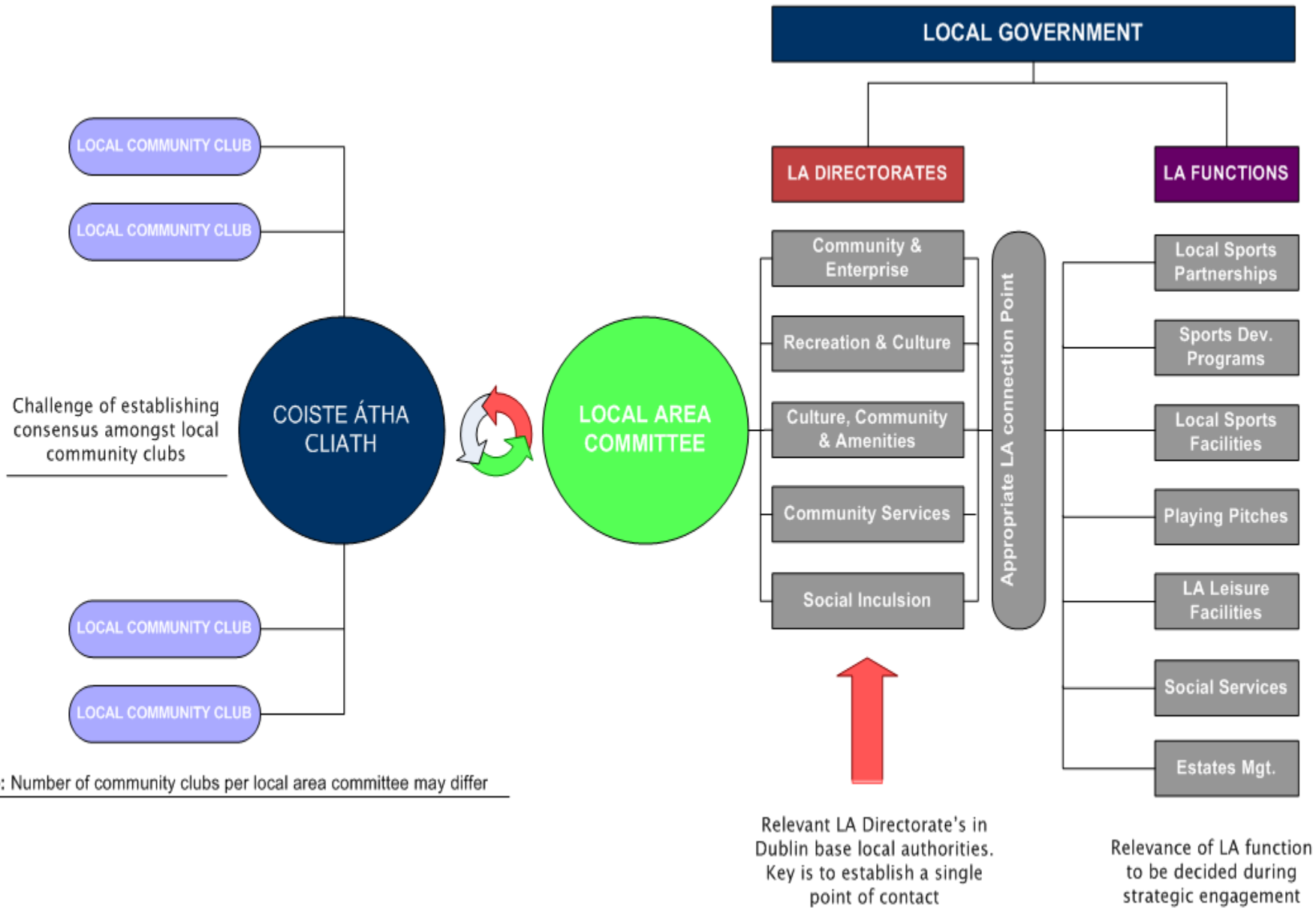
- The suggested objective of the high level strategic engagement would be to:
 - Establish a joint view in terms of the approach to sustainable community based sports development
- This would involve:
 - Agreeing the interventions that are required to enable enhanced community based sports development in each local authority area
- It would be suggested that:
 - All interventions should be focussed on the inputs to community based sports development identified in earlier sections



Building the Engagement (3 of 3)

- The objective of the implementation process would be to ensure the:
 - Strategic view is translated into a deliverable plan
- Coiste Átha Cliath:
 - Is aware that local government will require the implementation process to be integrated into its local area based committees
 - Is fully prepared to become a single point of contact for local government
 - Will take the responsibility for establishing a consensus amongst its clubs

BUILDING THE ENGAGEMENT AT OPERATIONAL LEVEL





Challenges (1 of 2)

- The most significant of these challenges include:
 - ***For Coiste Átha Cliath***
 - The ability to coordinate and create consensus amongst its constituent clubs in order to present a coherent view at local area level
 - ***For Local Government***
 - The ability of the local area committee to interface coherently across the functions within the local authority that can add value to the community club development process
 - ***Workload***
 - The “roll out” of this model already tested in the DLR area requires a full time County Board employed LA Development Manager



Challenges (2 of 2)

- The most significant of these challenges include (contd.):
 - ***Workload***
 - **Why a full time dedicated resource?**
 - To deal with 12 local area committees across 4 local authorities
 - To set up the process at local authority and club level
 - To staff ongoing meetings with local authority officials
 - To conduct quarterly meetings with club chairpersons
 - 48 club chairman meetings (4 per year in Year 1)
 - 48 council meetings (4 per year in Year 1)
 - Yearly meeting with County / City manager
 - 4 meetings per year
 - Intensified engagement during development of local area plans
 - **Why such a labour intensive process?**
 - To ensure full club “buy in” & volunteer led decision making
 - To drive the process with the local government environment



APPENDIX

- Key Club Differentiators
- Management Information by local authority area (MIS)



Appendix 1 – Key Club Differentiators

Key Club Differentiators ~ Participation Levels (Club)

An individual club's access to:

- An effective school to club link in its local primary schools
- An effective school to club link in its relevant second level schools
- Parents who are prepared to take an active role in the club
- The *interconnected inputs* that may influence participation levels include access to:
 - A family friendly environment
 - Competent coaching
 - Opportunities for players to participate regardless of ability
 - A high standard outlet within the club
 - Adequate facilities

Key Club Differentiators ~ Participation Levels (Schools)

An individual club's access to:

- Schools with teachers that have:
 - A sports orientation
 - Capacity to organise and manage teams
- Schools with a sports friendly management
- Schools who have a GAA ethos



Appendix 1 – Key Club Differentiators

Key Club Differentiators ~ Standards Development

An individual club's ability to create and provide access to:

- A playing environment at club level that manage the expectations of players of differing abilities
- The *interconnected inputs* that may influence standards levels include access to:
 - Competent coaching
 - High standard outlets inside and outside the club

Key Club Differentiators ~ Voluntary Administrators

An individual club's access to and ability to recruit:

- Voluntary adult administrators who are capable of building and managing large community entities
 - Some clubs are self sufficient in terms of voluntary administrative capacity but others have deficiencies in respect of the same human capital

Key Club Differentiators ~ Competent Coaches

An individual club's access to:

- A sufficient pool of available volunteers
- Coaching resources beyond the pool of coaches arising from parental involvement
- Coaching expertise:
 - A traditionally strong club may have greater access to a pool of coaches than a new or emerging club



Appendix 1 – Key Club Differentiators

Key Club Differentiators ~ Facilities

An individual club's access to:

- Facilities that are physically close to a clubs local community
- Combined club and school facilities
- Multi sport facilities
- 3rd generation all weather and lighted facilities
- Human capital that is experienced in facilities management



Appendix 2 – MIS

Male Population per Team			
	<i>2002 Census</i>		<i>2006 Census</i>
	<i>Total</i>	<i>< 19 Yrs.</i>	<i>Total</i>
DL/RD CC	400	123	404
Dublin CC	394	107	402
Fingal CC	210	79	257
South Dublin CC	360	136	372
Total	337	107	356

Male Population per Club (Community)			
	<i>2002 Census</i>		<i>2006 Census</i>
	<i>Total</i>	<i>< 19 Yrs.</i>	<i>Total</i>
DL/RD CC	13699	3660	13835
Dublin CC	9916	2255	10115
Fingal CC	3777	1176	4612
South Dublin CC	7025	2192	7262
Total	7485	1998	7908



Appendix 2 – MIS

Population per Pitch - GAA,Rugby,Soccer			
	<i>2002 Census</i>		<i>2006 Census</i>
	<i>Total</i>	<i>< 19 Yrs.</i>	<i>Total</i>
<i>DL/RD CC</i>	2524	674	2549
<i>Dublin CC</i>	1983	451	2023
<i>Fingal CC</i>	1651	514	2015
<i>South Dublin CC</i>	1647	514	2469
<i>Total</i>	2079	555	2197

Population per Pitch - GAA			
	<i>2002 Census</i>		<i>2006 Census</i>
	<i>Total</i>	<i>< 19 Yrs.</i>	<i>Total</i>
<i>DL/RD CC</i>	10655	2846	10760
<i>Dublin CC</i>	6197	1409	6322
<i>Fingal CC</i>	6138	1910	7494
<i>South Dublin CC</i>	5307	1656	5487
<i>Total</i>	6416	1712	6778