

ADVOCACY

STANDARDS

POLICY

SERVICES

REPRESENTATION

**Ireland**  
**active**

The Leisure  
Health and  
Fitness  
Association

**STRATEGIC PLAN**

2017-2020



**MORE PEOPLE, MORE ACTIVE, MORE OFTEN**

# Strategic Plan 2017-2020

Ireland Active has developed over the lifetime of its previous Strategic Plan to become an established national organisation for our industry. Every week in our member organisations personal exercise and

swimming alone get almost 1 million people active. Through our new strategic plan we are aiming to continue our development towards being a world class national association for leisure, health and fitness.

## Our Vision

To be an effective voice for the Irish leisure, health and fitness sector.



## Our Mission

Ireland Active promotes, supports and protects the social and economic importance of the Irish leisure, health and fitness sector with the aim of getting more people, more active, more often.



In helping us deliver on our vision and mission we have identified two high level strategic themes with five supporting strategic objective areas.

## Our two high level strategic themes

### ADVOCACY

### POLICY

## Our five supporting strategic objective areas

1

2

3

4

5



### Trusted voice of the industry

Work to establish the Ireland Active brand as the go to organisation for leisure, health and fitness and promote the work of the sector to the public.



### Leadership and Advocacy

Leading the industry by representing our members on relevant issues.



### Policy and Standards excellence

Develop policy that serves to protect our members interests and provide thought leadership on relevant issues.



### Enhancing and Supporting Member Services

Provide a relevant member service offering that helps to enhance the sector and grow membership.



### Operationally effective organisation

Develop a financially secure and commercially focused organisation with good governance practices that maximises on public funding, sponsorship and partnership opportunities.



# Delivering on our Strategic Objectives

STRATEGIC AREA	ACTIONS	DELIVERABLES
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## Trusted voice of the industry

Work to establish the Ireland Active brand as the go to organisation for leisure, health and fitness and promote the work of the sector to the public.

- Updating the Ireland Active brand to clarify role in the industry.
- Better communicate our vision.
- Create a new brand for White Flag.
- Use research to communicate message.
- Use ambassadors to create greater awareness.
- Continued improvement of digital communications.

- New logo and strapline.
- Vision communicated in every public facing campaign.
- A modern fit for purpose White Flag National Quality Standards which are publicly recognised.
- Publish Sport Ireland and industry research.
- Recruit male and female ambassadors to support our work.
- Update website and social media channels to communicate Strategic Objectives.
- Publish regular newsletter and news items.

## Leadership and Advocacy

Leading the industry by representing our members on relevant issues.

- Engage with relevant government departments to influence policy.
- Represent members on national and international groups.
- Engage with media on issues of relevance to the sector.

- Hold regular meetings with Departments of Sport, Health, Local Government and Education.
- Membership of National Physical Activity Plan Implementation Groups.
- Membership of European Standards groups.
- Develop partnerships and alliances with key stakeholders.

## Policy and Standards excellence

Develop policy that serves to protect our members interests and provide thought leadership on relevant issues.

- Develop position papers to influence government policy.
- Raise standards in the industry through development of policy.
- Engage with international groups to develop policy.

- Lobby on legislation for Water Quality Standards.
- Publish a tax paper for leisure, health and fitness sector.
- Ireland Active National Quality Standards will be part of government policy.
- Membership of European Policy and Networking Groups.

## Enhancing and Supporting Member Services

Provide a relevant member service offering that helps to enhance the sector and grow membership.

- Engage with members regularly through surveys, events and networking.
- Provide services of value to members.
- Enable networking within the sector through events and meetings.
- Develop a membership growth strategy over the lifetime of the plan.

- Members are more engaged and supportive.
- Membership of the organisation has increased.
- Quality and valued member services are offered.

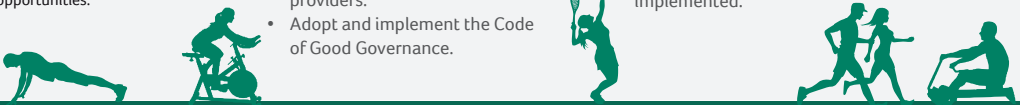
## Enabling us to deliver

## Operationally effective organisation

Develop a financially secure and commercially focused organisation with good governance practices that maximises on public funding, sponsorship and partnership opportunities.

- Develop education and training programmes meeting the industry's needs.
- Seek sponsorship of key programmes.
- Develop partnerships with key organisations.
- Develop the REPs Ireland register and approved education providers.
- Adopt and implement the Code of Good Governance.

- Training and education programmes beyond current offering.
- Annual programmes with key sector stakeholders.
- Funding from state organisations.
- Sponsorship of key programmes.
- REPs Ireland is recognised as a relevant and respected industry body.
- Code of Good Governance implemented.



# The Irish leisure, health and fitness sector in numbers



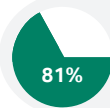
**490,000 people** participate in personal exercise in gyms and leisure centres each week, making it the most popular sport in Ireland.



**300,000 additional adults** swim in our member's pools each week.



**33% of all club members** are members of gyms or leisure centres, making it the most popular club membership in Ireland.



**81% of gym members** exercise regularly, compared to only **60% of other club members** meaning it is a proven forum to getting and keeping people active.



**9,500 people** are employed in the leisure and fitness sector across Ireland.



**€450m** is spent on health and fitness club memberships alone, contributing to a **€2.4billion** sport and physical activity sector in Ireland.



**250 organisations** are members of Ireland Active.



**100 organisations** participating in the White Flag National Quality Standard.



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