



COMMUNITY FACILITIES PLANNING TOOLKIT

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1

INTRODUCTION



1. Introduction

1.1 Background

MacCabe Durney Barnes (MDB) were appointed by Dún Laoghaire-Rathdown County Council (DLRCC) as part of an Urban Regeneration and Development Fund (URDF) project to prepare a toolkit to guide the provision of community, civic and cultural facilities. It consists of a broad-based methodology to help assist in the planning and delivery of such facilities at county planning level through the county development plan (CDP), the neighbourhood or local area plan (LAP) level, and the individual project specific level.

It forms part of an overall project, which also includes the preparation of the Dundrum Community, Cultural and Civic Action Plan (CCCAP). The preparation of the CCCAP was used in piloting many of the concepts detailed in this toolkit.

1.2 Importance of Planning for Community Facilities

Investment in community infrastructure is essential for the health, social wellbeing and economic prosperity of communities and has been described as the cornerstone of wellbeing in a community. Cultural and community infrastructure plays an important role in bringing people together, helping to form friendships and social support networks, and in helping communities to develop life skills and resilience. All these attributes are essential elements in the creation and maintenance of strong communities. This allows for the development of compact growth and sustainable settlements in line with the National Planning Framework (NPF) objectives.

The funding and the delivery of such facilities by the State is increasingly important as religious and other institutions reduce their involvement

in their provision. This has occurred at a time when capital funding has been impacted by economic factors over the last decade. Planning for such essential infrastructure facilitates its cost effective and efficient delivery.

1.3 Objectives of the Toolkit

There are a number of key objectives of the toolkit. They are to:

- i. Build on contemporary trends relating to community facility provision.
- ii. Develop a set of principles and recommended policies for CDP and LAPs, to guide the planning of community, cultural and civic facilities that support the sustainable community development of an area including identifying thresholds for provision of such activities.
- iii. Establish a Facility Hierarchy to support the planning and delivery of future community, civic and cultural facility provision, based on different sized population catchments (thresholds).
- iv. Establish standards of provision, using minimum gross floor areas and land area requirements for each type of facility relative to the overarching 'Facility Hierarchy' including integrated, higher density development.
- v. Propose different models of provision.

From the strategic planning to project delivery stage, the toolkit uses lessons learnt from the Dundrum CCCAP along with best practice from other projects in Ireland and internationally, ensuring a coordinated approach to social infrastructure.

1.4 Defining the Scope of Community Facilities

The definition of community, cultural and civic *infrastructure* encompasses both community facilities and services. Facilities generally consist of the physical structure or centre where a service or programme is delivered. Facilities which are designed and managed properly, can be used to house and deliver any number of community services, programs and activities. Often communities do not express an explicit need for an actual physical centre, rather they will express their need for services such as arts and crafts activities, dance classes or programmes for the elderly. Planning for the end user or service in a flexible and rational manner is essential for determining the extent and design of the facilities required to support an often, diverse range of activities. Communities will usually only express their need for services rather than the facilities which house them. This toolkit is principally for the planning and provision of *facilities*.

Universally accessible facilities can include healthcare, schools, creches, outdoor sport and recreational facilities, places of worship, community centres, civic centres, libraries, etc. However, as the planning for many of these (e.g. creche, school, outdoor sports, healthcare) are covered under different mechanisms, this toolkit adopts a tight definition and categorisation of community facilities. The *Sustainable Residential Development in Urban Areas Guidelines* (DEHLG, 2009) considers that "...*planning authorities should seek to ensure that facilities for social and cultural use, such as community centres, and personal and community development, such as resource centres, are available.*" For the purposes of this toolkit, a community facility is a building that is open to the whole community, run for public benefit, and is a focus for neighbourhood activity and involvement. These buildings provide a range of locally based social,

recreational, cultural, civic and educational activities as well as volunteering opportunities.

Utilising the above definition, this toolkit includes the following community facilities:

Table 1: Facilities Considered in Toolkit

Facility	Description
Art Galleries and Museums/Historical Centre	Art Galleries provide exhibition spaces, and may offer educational programs, as well as meeting and workshop space for artists. Galleries are often co-located with Libraries, Civic facilities and Museums.
Art Spaces and Performing Arts	A space for art, rehearsal and performance ranging from small playhouse to a large multi-purpose performance centre supporting a wide range of performing arts. Includes arts workshop spaces and music schools.
Community Centres/Halls	General community-use facility providing meeting spaces, social, educational, and recreational activities and/or health, support and information. Includes community centres, parish centres, local halls and meeting rooms
Leisure & Recreation Centre	Public indoor facility which caters for indoor sports, (e.g. swimming pool, gym, sports) and other multi-purpose rooms for pilates, yoga, meetings, classes.
Library	A branch library caters for a more localised area and offers access to both text and online resources for learning, and can also incorporate meeting spaces and areas for study.
Family Resource Centre	A Family Resource Centre is a community centre, specialising in meeting the needs of young people and families. It can be funded under Tusla's Family Resource Programme to provide a range of universal and targeted services and development opportunities that address the needs of families. Centres can be accommodated within multi-purpose facilities. and can be shared with other similar organisations for youths (e.g. Scouts).
Youth Facilities	These facilities include youth clubs, Scout dens and clubhouses. Facilities are often shared with other users and service providers.
Civic Centre	A civic centre is a prominent land area within a community that is constructed to be its focal point or centre. It usually contains one or more dominant public buildings, which may also include a government building. A facility which is used for the delivery of Council services to the community and Council meeting spaces for the business of the Council.

The users of these facilities and the programmes which they run can also be accommodated in other facilities, in particular, schools and third level facilities. The inclusion of schools, third level and other such facilities for community use should be taken into consideration when assessing existing provision and planning for new facilities. While this toolkit only considers the above, the principles and methodology outlined can be utilised for an extended range of facilities including, healthcare, childcare and other civic/social uses (e.g. post offices).

1.5 Use of the Toolkit

The toolkit may be used by a range of different stakeholders involved in the planning and delivery of facilities, including:

- **Internal Stakeholders:** planning staff can utilise the principles to inform the development of policies and strategies within development plans, local area plans.
- **External:** Community groups, the Public Participation Network (PPN), external users and programme operators can use the principles to assist framing submissions, formulation of community plans and developing proposals.

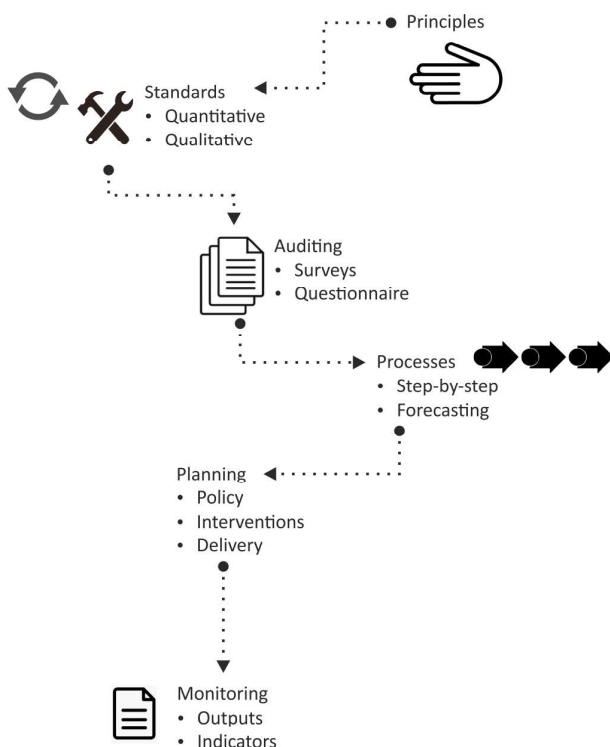
- **Facility Providers:** Both public and private developers may use the toolkit to assist in undertaking any audits that may be required and planning provision, particularly in large scale developments.

Users may dip in and use different aspects of the toolkit to assist formulation of policy, preparation of development proposals or for advocating for specific outcomes. The toolkit should be used in an adaptable and flexible manner and not in a prohibitively prescriptive way.

There can be several levels of intervention to enable the delivery of community infrastructure:

- The strategic spatial level – whereby high-level policy is formulated to address the needs to provide for infrastructure.
- The neighbourhood level.
- The project level – whereby a local project has been identified and put forward for delivery.

Figure 1: Toolkit in Use



1.6 Structure of the Toolkit

The document is structured in the following way:

Section 1 - Introduction: Outlines the purpose, definitions and use of the toolkit.

Section 2 - Context: Considers policy context and international best practice trends.

Section 3 - Framework and Tools: Reviews principles and various tools available.

Section 4 - County Spatial Planning Framework: Provides a framework for the development of policies at county level.

Section 5 - Neighbourhood and Local Area Planning: Outlines a methodology for application at the local level.

Section 6 - Facility Delivery: Considers the provision of individual facilities.

2

CONTEXT



2. Context

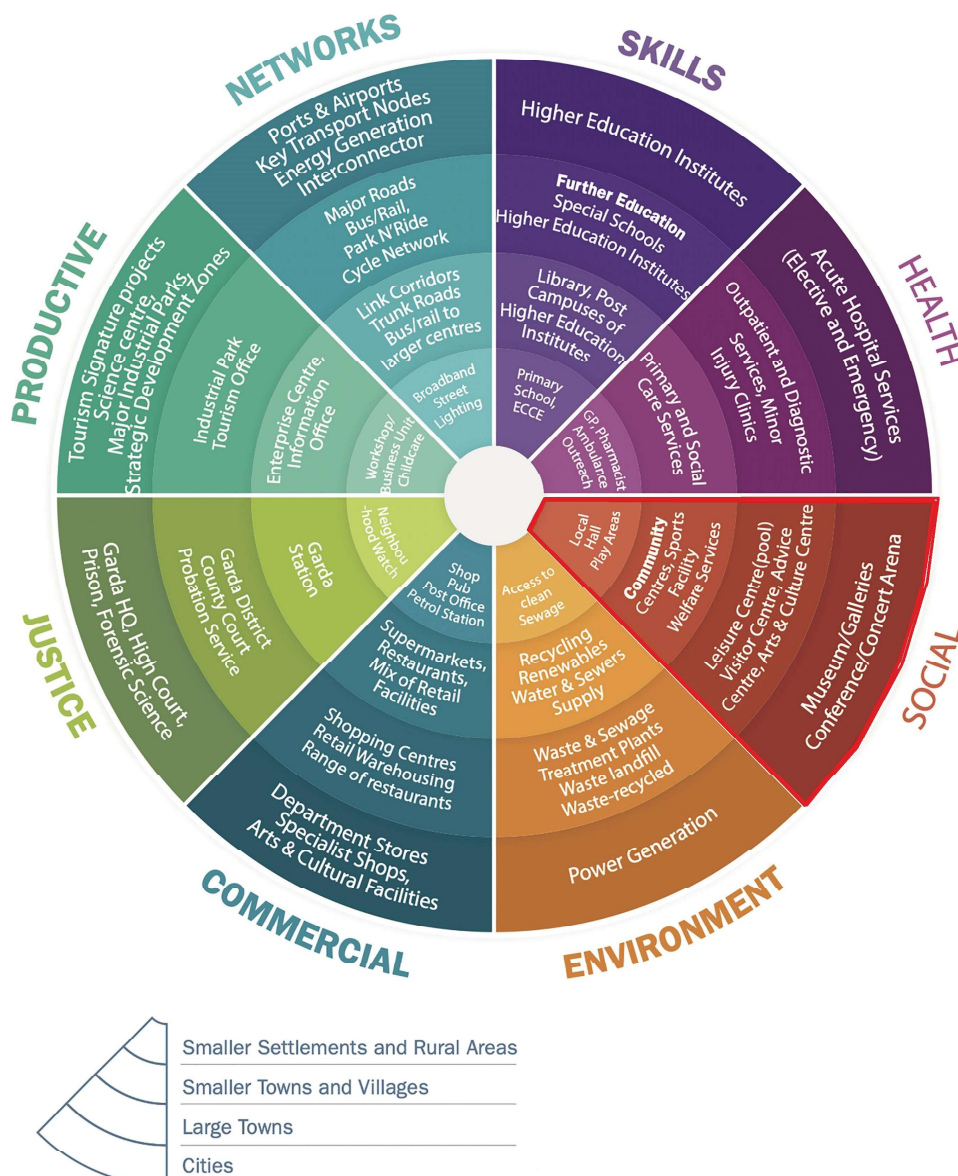
2.1 Policy Context

Project Ireland 2040 - National Planning Framework (NPF) sets out the strategic framework for Ireland’s economic, social and cultural spatial development. It details 10 national strategic objectives (NSOs). It promotes changing lifestyles with an emphasis on compact growth in urban centres (NSO 1 – Compact Growth). It also recognises that population growth should be accompanied by

supporting infrastructure, services and amenities. Facilities for leisure, social interactions, arts and cultural heritage are key to ensuring quality of life.

The **Sustainable Residential Development in Urban Areas Guidelines (Department of Environment, Heritage and Local Government (DEHLG), 2009)** set out the approach to planning for sustainable neighbourhoods, which require a range of facilities and district/

Figure 2: NPF Hierarchy of Facilities and Associated Infrastructure (Social highlighted)



neighbourhood needs to be considered. Some facilities will serve a district area and some a neighbourhood area. Strategic planning of community facilities can be undertaken at development plan level and can be then further detailed at local area plan level.

The ***Development Plan Guidelines (DEHLG, 2007)*** highlights that core strategies must give consideration to the future availability of, or the capacity to provide, supporting infrastructure, such as community facilities.

The achievement of compact growth is supported by the publication of the ***Sustainable Urban Housing Design Standards for New Apartments (Department of Housing Planning and Local Government (DHPLG), 2018)*** which sets out new density standards, particularly where developments are located in proximity to high capacity public transport. It considers the need for apartment developments to cater for communal space as an integral part of residential developments.

The ***Eastern and Midland Regional Assembly's (EMRA) Regional Spatial and Economic Strategy (RSES) 2019-2031*** translates at regional level the policies and objectives of the NPF in the form of Regional Policy Objectives (RPO). RPO 9.1 relates to the integration of age-friendly strategies into statutory plans where open space, recreational needs, co-location and multifunctionality, particularly with schools and colleges, will be encouraged. RPO 9.14 supports the planned provision of easily accessible social, community, cultural and recreational needs of the communities they serve.

The ***Dún Laoghaire Rathdown County Development Plan 2016-2022*** includes Policy SIC6 (Community Facilities) which promotes an equitable distribution of facilities throughout the county and seeks to ensure that for new facilities to be adaptable over time. Policy SIC7 (New Development Areas) seeks to ensure new

residential growth nodes are accompanied by complementary community facilities, Policy SIC8 (Schools) seeks to maximise possibilities for dual usage of schools. Policy SIC12 (Arts and Culture) relates to the support and promotion of arts and cultural facilities in the county.

The ***Dún Laoghaire Rathdown Local Economic and Community Plan (LECP) 2016-2021*** sets out a vision for the future development of communities in the county. Action 7.12 seeks the development of new community facilities in existing and new residential areas in tandem with community engagement.

2.2 Spatial Planning Trends

There are several different, but similar and complementary, concepts which can underpin a spatial planning framework for community infrastructure. These concepts are principally based on variations of area-based planning concepts, which take account of sustainable mobility, community cohesion, health and wellbeing, adaptability and urban resilience.

2.2.1 Transport Oriented Development

Transport-Oriented Development (TOD) is a form of urban development seeking to maximise the use of lands for residential, employment, community and civic uses in close proximity of high-quality transport services (The National Economic and Social Council (NESC), 2019). It does not just focus on the provision of high quality of public transport but also includes softer modes of transport to reduce car dependence. Transit-oriented development encourages the creation of walkable mixed-use neighbourhoods around transport hubs. It is gaining traction in Irish planning, with references in the EMRA and in forward local area planning undertaken in various part of the Dublin Region.

Transport Oriented Development

According a recent study published by NESCC, Transport – Oriented Development is generally considered to be mixed-use development near and/or orientation to public transport facilities. Common aspects of TOD include:

- Urban compactness;
- Pedestrian and cycle-friendly environments; and
- Public and civic spaces near transport stops as community hubs.

Multi-modal TOD neighbourhoods are built around public transport stations/stops in high density urban area. Those are generally located within a radius of 400 to 800m from the station / stop which is considered to be an acceptable walking distance. TOD make ideal candidates for the provision of the community, cultural and civic infrastructure.

2.2.2 The '10-Minute' Settlement

The concept of TOD supports the achievement of the 10-minute settlement or compact 10-minute city, a concept which is gaining traction in Irish planning. It was particularly put forward by the EMRA RSES. It gained attention in the development of German eco-districts Vauban and Riesenfeld in the late 1990s and 2000s and is now being implemented in other parts of the world, in France, the UK, Spain and across north American cities.

10-minute settlements are walkable areas offering activities and interests within a ten-minute walk from people's home. It is considered they promote sustainable and healthy living. Some physical characteristics include:

- Public squares and plazas,
- Reclaimed streets for active mobility (pedestrian and cycleways)
- Children and elder-friendly communities

To be effective, 10-minute settlements need to offer 'destinations' for basic daily needs and accessibility i.e. convenience of access to users. The concept is particularly well-suited to meeting community needs and support the concept of development of neighbourhood planning which is discussed in the section hereafter. It is however important that it is not applied in an overly prescriptive and inflexible manner.

2.2.3 Neighbourhood Planning

The *neighbourhood planning approach* is based upon the concepts in *Shaping Neighbourhoods* (Barton et al, 2010). Neighbourhoods are the localities in which people live; they imply a sense of belonging and a community living in a specific place. There is no generally accepted basis for defining neighbourhoods. A neighbourhood may be described as an ecosystem, the local habitat for people providing shelter as well as a network of social support and opportunities for a range of leisure, cultural and economic activities. In defining a neighbourhood, the following can be taken into consideration:

- Administratively, by electoral district, or parish boundary, or plan policy
- Aesthetically, by distinctive character, housing type or age
- Socially, by perceptions of local residents
- Functionally, by catchment areas for local residents
- Environmentally, by traffic calmed areas or natural barriers or constraints

In the neighbourhood planning process, a plan

area can be broken down into neighbourhoods which then form the basis for much of the analysis carried out onward. The Settlement Hierarchy provides guidance on the higher-level settlement but in urban areas, can lack detail in relation to lower level settlements. Applying a neighbourhood approach can help fill in the gaps in the Settlement Hierarchy.

2.3 Contemporary Trends in Facilities Provision

A number of key trends have been identified in the provision and development of successful and well utilised community facilities. Considerations range from the area-based planning to the provision of individual facilities. These matters cannot be considered in isolation from each other as they are overlapping and mutually reinforcing. They are drawn from experience in Australia and the UK. Table 2 summarises the key trends in provision.

Table 2: Trends in Contemporary Provision

Key Trend	Description
Central within the catchment	Facilities should be centrally located where possible, within the catchment of the resident population which they serve and based around serving neighbourhoods. They should be accessible to all individuals and groups having regard to age, socio-economic group and additional needs.
A network of facilities	The needs of the broader community should be considered across a district, neighbourhood and local level. This will inform the hierarchy of such facilities.
Visible, and promote sense of place	The development of new facilities, or the upgrade of existing ones, should ensure high quality design which contribute to the urban fabric and the sense of place. The relationship with open space and main street and prominent locations needs to be considered.
Clustering and co-located	In the interests of efficiency and full utilisation, consideration needs to be given to the clustering of complementary uses to promote synergies and enhance community cohesion. Sharing and co-location allows for the best use of any publicly funded facilities. There is a move away from standalone facilities in residential areas which are often poorly utilised. Coordinated and central booking systems allows for maximum access and use.
Connected to sustainable transport	Centres needs to be connected to public transport, including bus and Luas, and be accessible for pedestrians and cyclists. As a general principle, facilities should be within 500m of bus services, or 1,000m of high-quality light rail services.
Size and scale	Internationally the trend is towards larger, but better appointed facilities in appropriate locations, as this allows for better asset management and operational cost management.
Identified need and promote social cohesion	Facilities should serve identified needs within the community and should be designed to reflect the potential programmes and activities that are envisaged. Increasingly, there is a greater emphasis on promoting broader social goals, such as ensuring safer neighbourhoods, supporting isolated and disadvantaged sectors of the community, promoting healthier living and youth activities.

Key Trend	Description
Avoid conflict with neighbouring users	The overall master-planning and detailed design of facilities should have regard to the need to protect existing residential amenities and to ensure that there are not conflicts with other existing or future users. Consideration needs to be given to personal safety and security of users through design and use of passive surveillance.
Flexible and multi-purpose	In the design and planning of new facilities due consideration must be given to flexible floor space and accommodation which can respond to the changing needs of users. Buildings should be capable of delivering a range of programmes and services, rather than being allocated to a single use/user. Facilities should be capable of expansion and be future proofed where possible.
Partnership	Developing and operating facilities should be undertaken in a collaborative manner between all stakeholders, including the public, facility providers, community groups and other users.
Financially sustainable and accountable	As public resources are scarce, careful consideration must be given to how public funds are spent. Scarce government resources need to be carefully utilised, leveraging private sector investment where possible, and the generation of income to offset operational costs. A system of monitoring and evaluation needs to be put in place to ensure a full understanding of the use of facilities.

3

FRAMEWORK AND TOOLS



3. Framework and Tools

3.1 Principles

Community facilities planning should aim to respond to the social needs of particular communities. A range of stakeholders will have an interest in the outcome of a community infrastructure planning process, including elected representatives, service delivery and planning experts, asset managers, community members and other relevant stakeholders.

The following principles for the planning of community infrastructure within a local authority, have been derived from international experience and have been adopted for the purpose of this toolkit.

- **Collaboration and partnership:** Community needs should be met through a collaborative process involving service providers, asset managers, users and relevant stakeholders.
- **Community needs and cohesion:** Facilities should fully serve the needs of the community, enhancing communications, relationships and cohesion.
- **Evidence based:** Planning for infrastructure should be based on reliable and consistent evidence.
- **Placemaking and Neighbourhood:** Community facilities should be central and accessible within the neighbourhoods they serve and contribute to the creation of a sense of place and of a distinctive community identity.
- **Clustered:** Combined with other activity generating uses, including shops and other community facilities, where people want to spend time.
- **Cost effective and efficient:** Facilities should be of suitable size/scale, with the correct mix of users and management structures to ensure the cost efficiencies and maximise use.

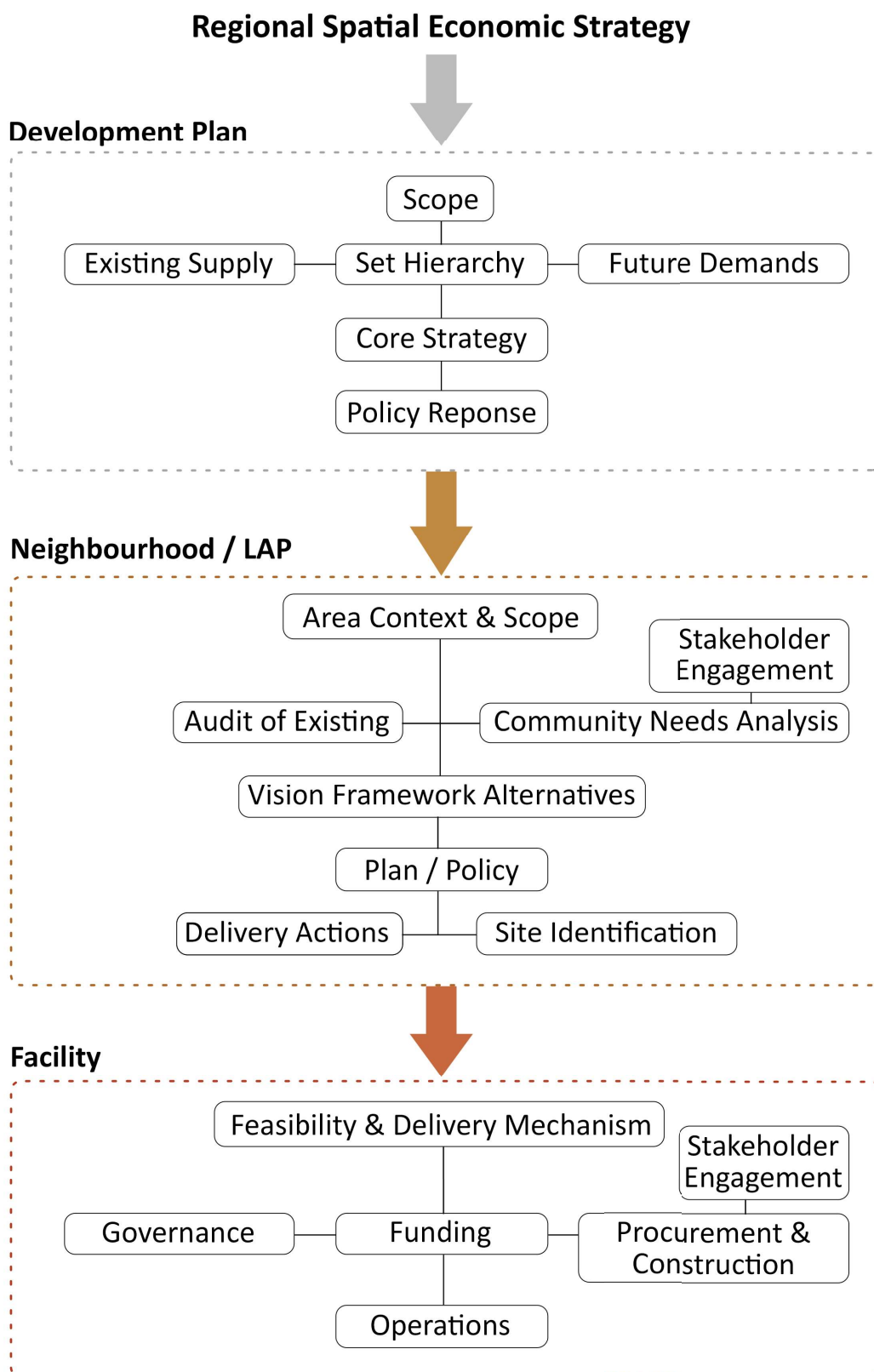
- **Ensure equity of access:** New public facilities and those that benefit from public funding, should be affordable for users and allow for access by all.
- **Sustainable accessibility:** Facilities should be primarily accessible by public transport and other soft modes of transport. However, consideration must be given to mobility impaired users at strategic level and building level to ensure access to all regardless of physical abilities or age.
- **Integrated:** Community infrastructure planning is strategic and integrated across the council. Service planning, facilities planning, asset management and strategic planning are brought together for the common purpose of identifying the infrastructure required to meet community needs and support delivery of services now and into the future.

3.2 Planning Process

The suggested process involves a hierarchical approach to the planning and delivery of the required facilities. This ranges from policy formulation and response, to project and site selection to project delivery. Overall, this provides the toolbox of methodologies and requirements under different stages. Figure 3 illustrates the overall framework.

The framework provides for a flexible and dynamic planning resource, which can be integrated with other functions of the Council and allows facility providers and service users to contribute to the planning process. It will facilitate a service focussed and integrated approach which can be repeated as required. The framework for the toolkit can be reviewed and adapted to reflect the lessons learnt from its implementation.

Figure 3: Planning Process and Framework



3.3 Stakeholder Engagement

Different forms of stakeholder engagement can be utilised at different stages in the planning process.

- **Consultation** refers in general to the statutory consultation processes as part of the different stages of the development plan and local area plan preparation. Statutory notices are published inviting observations of formal documents. Views are gathered but there is no obligation to act on them beyond ensuring they are given 'fair consideration'. Bodies prescribed under the Planning Acts are covered by this consultation process.
- **Participation** is a more proactive involvement of individuals and/or groups in a process of influencing or contributing to decision-making whereby participants set objectives, undertake joint analysis and reach decisions together. This participatory process can involve questionnaires for users and providers, in addition to seeking assistance in compiling survey information. Workshops can also constitute participatory engagement. Participation can be integrated into the non-statutory elements of the planning process. Stakeholder mapping to identify interested parties and groups is an integral part of this form of engagement.
- **Communication** will include reporting on submissions, advertising, public notices, issuing draft and final documents in hard copy and online format and notifying prescribed bodies.

3.4 Travel Accessibility

A key element in the planning for community facilities is travel accessibility. Multi-modal travel accessibility can be used to determine whether people can access services within a reasonable

journey time. This allows for TOD and the development of 10-minute settlements. *Shaping Neighbourhoods* (Barton et al, 2010) indicates that to encourage walking and cycling new developments should be within 400m of a local centre and 1,500m from higher level urban centres. *Sustainable Urban Housing: Design Standards for New Apartments* (DHPLG, 2018) indicates different walk distances based on 5-minute and 10-minute walk times. Based on these, the following accessibility standards are established:

- 400m walk distance (5-minute short walk distance) for local facilities,
- 800m walk distance (10-minute medium walk distance),
- 1,600m distance (5-minute drive, 20-minute walk distance),
- 4,000m distance (10-minute drive).

Accessibility to public transport is also an important factor, particularly for facilities which are in the higher level of hierarchy. Therefore, a 500m radius is taken from bus services and 1,000m from high quality public transport.

3.5 Hierarchy and Population Thresholds

To set out a hierarchy of facilities, a number of factors need to be considered, in particular the population catchment, the development plan settlement and retailing hierarchies, locational attributes such as the distance to housing, access to transport, and role played in the locality or region. The current County Development Plan currently sets out major and secondary centres, and the zonings for town centres, district centres and neighbourhood centres. These concepts are utilised in the establishment of a hierarchy for the purposes of community facilities provision.

The different levels in the hierarchy serve different population catchments. In the formulation of a spatial strategy and hierarchy for community facilities, new development areas with no existing facilities exist can be differentiated from existing urban areas already served to varying degrees by facilities.

It should be noted that some community facilities for example, a community hall may serve a local catchment of population up to 4,000. Certain categories of facilities (e.g. civic and cultural) are likely to serve a wider catchment of population, depending on the nature of the facility. The catchment served by the different facilities shall also be considered, as it will help define their location and role of each facility. Higher level centres in the hierarchy may also accommodate smaller facilities, providing for more localised use.

Population thresholds are also central and need to be flexibly applied as facility usage can also be dependent on travel patterns and the relationship with adjoining or overlapping catchments. A hierarchy based on the above factors is presented in Table 3 will be used hereafter.

Table 3: Potential Facility Hierarchy

Hierarchy Level	Population Served	Accessibility	Typical Facility
Town Centre	80,000-120,000	4,000m	Civic Centre, cultural centre, art gallery, theatre
District	25,000 - 40,000	1,600m	Library, multi-purpose community, primary healthcare centre, council offices, major recreational centre, older persons daycare
Neighbourhood	4,000 - 8,000	800m	Parish centre, community hall, youth centre / Scouts' den, local health centre, family resource centre, post office
Local	< 4,000	400m	Community room, small neighbourhood centre, Men's Shed

3.6 Standards of Provision

The use of standards should be viewed as part of the toolkit. They can be used selectively, in combination or adapted to reflect other planning requirements, (e.g. creches, schools, medical centres, dentists).

3.6.1 Quantitative Standards

Floor Area Standard

A planning assessment is generally led by standards e.g. one childcare facility per 75 residential units, 10% social housing for every ten units, etc. This implies that each time a threshold is reached, something has to be provided to ensure a balance between population growth and services.

There are no nationally accepted standards for the provision of community, cultural and civic space, except for the provision of childcare in a new development. The 2018 Apartment Standards Guidelines introduced an element of standard for *communal space*, but this does not guarantee freely accessible public community space. The Sustainable Residential Development in Urban Areas Guidelines suggest the provision of a 150sqm community facility for every 1,000 units, which at 2.5 person per household would equate to 60 sqm/1,000 population. Due regard also was had to practices in other jurisdictions, particularly the UK and Australia, in addition to academic research on the issue. Studies in the UK suggest floor space ratio of 111sqm/1,000 population (South Cambridgeshire District Council, 2009). Studies from Australia (Elton Consulting, 2017) suggest that the following can be applied:

- 60-80 sqm / 1,000 population for neighbourhood and/or local level facilities.
- 20-40 sqm / 1,000 population for district level facilities.

This toolkit advocates a combined standard for community facilities provision of **130 sqm per 1,000 of population**. This includes Council and non-Council owned facilities. Generally, the office element of civic centres would be excluded from this as it would not be generally accessible to the public. It must be recognised that this standard needs to be carefully applied and set within context. So, for example, one area or neighbourhood may not meet the quantitative standard, but may be served by a large facility in an immediately adjoining neighbourhood. The demographic profile may also indicate that the actual need is limited, and a lower level of provision is appropriate.

While this overall quantitative assessment provides a useful benchmark, the quality of the facility, its flexibility and scope for co-sharing will be critical in determining actual need. Facility utilisation will also inform the overall assessment of whether existing provision is under, at, or over capacity.

The indicative hierarchy in Table 3 also provides standards for individual facility types which are also useful in benchmarking existing and future provision. It should be noted that these standards have to be carefully applied having regard to the boundaries of the action plan area and consider the location of facilities outside the area which may serve its residents, in addition to facilities within the area serving a broader catchment.

Number of Facilities within Neighbourhoods/ Town Centres

A scoring system can be used to assess current provision of facilities in existing neighbourhoods, districts and town centres. This illustrates how a locality is served in terms of actual facilities.

Table 4: Scoring of Individual Facility Type in Existing Centres

Score	Description
0	Insufficient capacity & none in adjoining
1	Insufficient capacity, adjacent to area with capacity but not within reasonable travel distance
2	Insufficient capacity but adjacent to area with capacity & within travel distance
3	Facilities with sufficient capacity within neighbourhood/district/town centre

The neighbourhood, district or town centre catchment can then be scored in relation to how the it performs its role and function. The total score can be categorised with the maximum possible score of 24.

Table 5: Overall

Score	Description
0	Inadequate (not serviced by any facilities – score 0)
1	Poor (does not fulfil role of centre intervention required – score >6)
2	Moderate (partially fulfils role of centre – score 6-12)
3	Good (broadly fulfils role of centre – score 12-18)
4	Excellent (fulfils role of centre - score 18-24)

Dundrum town centre is taken as an example of how the area is assessed.

Table 6: Dundrum Example of Facilities Scoring

Facility Type	Is there provision in centre? (Yes – 3)	If no, is there provision nearby? (No – 0)	If yes, is it within walking distance? (Yes -2, No 1)	Score
Art Galleries and Museums/Historical Centre		0		0
Art Spaces and Performing Arts	3			3
Community Centres/Halls	3			3
Leisure & Recreation Centre			2	2
Library	3			3
Family Resource Centres	3			3
Youth Facilities			1	2
Civic Centre		0		0
Total Score				16

Dundrum scores 16 out of a total possible 24, which can be categorised as 'good' indicating that there is a good base of community infrastructure, but that there is scope for improvement.

3.6.2 Qualitative Standards

A variety of qualitative standards can be adopted (Moorabool Shire Council, 2020) which can be used in the assessment of individual facilities.

Building Suitability

Building suitability can be considered when assessing the provision of community, cultural

and civic facilities. Buildings should be safe to use and fit for purpose. This means that the building caters for space which is required in the area, and which is in a good state of repair. It is essential that fitness for purpose be assessed. Where ageing facilities or unfit facilities (e.g. too small, not insulated, lack of parking, accessibility) are noted and would require investment, consideration should be given to whether it would be more beneficial to build a new facility in a more suitable location, or if the facility would be adaptable over time. In this instance, the age, size, layout, disabled access, adaptation capacity and general building condition are correlated to assess facilities fitness for purpose.

Table 7: Facility Suitability Scoring

Score	Suitability
0	Unfit for use
1	Severe impact – required service cannot be delivered
2	Significant impact on ability to deliver the required service
3	Moderate impact on ability to deliver required service
4	Minor impact on ability to deliver the required service
5	Fully meets service needs with no impact on service delivery

Facility Utilisation

It is important to determine whether existing facilities have spare capacity that could be utilised, or if they are over-capacity, illustrating the need for new or extended buildings. Through site inspections and the questionnaires, a rating for building utilisation can be established.

Table 8: Facility Utilisation Scoring

Score	Utilisation
0	Over capacity - <90% of available time booked
1	At capacity - 70% of available time booked
2	Limited spare capacity – 60% of available time booked
3	Significant spare capacity - >50% of available time booked

Experience indicates that the capacity of a facility is at its maximum when 70% of the available time is booked for activity. The balance of the time is required for maintenance and handover between users.

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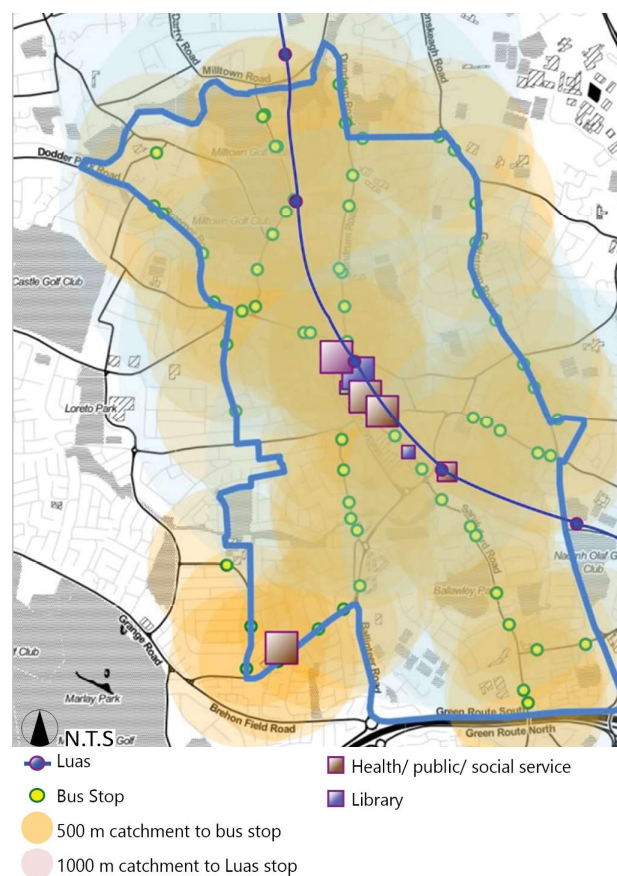
Catchment Accessibility

Community facilities can be mapped on a GIS system which allows for a spatial analysis of community facilities. Facilities should be centrally located where possible, within the catchment of the resident population they serve and based around serving neighbourhoods. They should be accessible to all individuals and groups having regard to age, socio-economic group and any disabilities. This is principally concerned with location in relation to how accessible it is by public transport and for access by pedestrians. There are two standards that may be applied to facilities depending on their position within the hierarchy.

- **Local and neighbourhood facility:** Is the population threshold of 4,000 within 800m straight-line walk distance of facility? (Yes/No).
- **District and town centre facility:** Is the facility within 500m of high capacity bus service, or 1,000m of high capacity fixed rail – Luas or DART? (Yes/No)

It is accepted that higher level facilities may not be within a 10-minute walk distance of the catchment which they serve, but they should be accessible to quality public transport. Figure 4 below illustrates the application of the second accessibility standard.

Figure 4: Dundrum Civic Facility Public Transports Accessibility



3.7 Use of Geographic Information Systems (GIS)

GIS systems can be used to collect data and track changes over time. The information can be used to inform the different stages in the planning process from strategic planning for the development plan, to more detailed consideration under local area plans, to feasibility and delivery. In the first instance a very basic identification of facilities, coupled with data on public transport allows the information system to be built and added to over time.

3.8 Measuring and Monitoring Planning Outputs and Outcomes

The data collected as part of the planning process should also consider how the planning outputs

and outcomes can be measured and monitored over time to see if policies are being effective in delivering required facilities and services. Existing data sources should be used where possible and any data collection which may be required should be relatively simple and have due regard to resource availability. Planning outputs may be described as the activities of the planning system (e.g. number of facilities granted permission, or floor area granted), while planning outcomes is the direct tangible results (e.g. development built).

Where a policy is put in place to enhance provision of community facilities, say for example at development plan level, the above information may be used to track progress. This can be done in the following manner. A simple scoring system of 0 (deterioration), 1 (no change) and 2 (improvement)

Table 9: Example of Monitoring and Measuring Outcomes

Policy	Target/Objective	Output	Score	Outcome	Score
Ensure adequate provision of community facilities	Increase sqm per 1,000 population relative to baseline	sqm of floor area granted permission	2	sqm constructed	1
Facilities are accessible and serve local communities	Increase neighbourhood scores relative to the baseline	no. of facilities granted permission	2	no. of facilities delivered	2

This tool can be adapted to fit within the overall monitoring regime which is put in place for Council's planning system.

4

COUNTY SPATIAL PLANNING FRAMEWORK



4. County Spatial Planning Framework

4.1 Overall Approach

A step-by-step approach can be adopted for the strategic planning of community infrastructure at the county level, which can input into the development plan. Certain elements can be used in isolation as required by the circumstances. This approach should be adopted at the outset

of the development plan review process. It needs to be recognised that it is not possible to apply this to the Draft Dún Laoghaire Rathdown County Development Plan 2022-2028, given the imminent publication. Consideration may however be given to inclusion of a provision in the Plan which would allow the exercise to be carried out during its lifetime.



4.2 Confirm the Scope and Consultation

At the outset, it is important to confirm the type of facilities that will be considered. The initial list is detailed in Section 1.4 Table 1 above, but this may be expanded as necessary to include for example creches, garda stations, schools, healthcare facilities, etc. Consideration should also be given to whether the analysis would be provided on just a county wide basis, or if it will be broken up into further planning units for assessment (e.g. local area plan level).

Generally, at the strategic level in the planning process, stakeholder engagement can be limited to the statutory consultation stages associated with the preparation of the development plan, as planning processes are somewhat technical and quantitative.

4.3 Setting the Spatial Hierarchy

The development plan is the principal tool to allocate lands to various uses. It is spatially specific and sets out, through the Settlement Hierarchy, the role and function of settlements and centres in the county. The hierarchy translates spatially the physical network of towns across a given county. Designations are

accompanied with functions and roles performed by centres and therefore by the allocation of required infrastructure, services and facilities. The framework, thresholds and hierarchy for community facilities are considered in Section 3.5 above. Setting the hierarchy for the county needs to have regard to the role and function of town, district and neighbourhood catchments. As facilities may be provided anywhere within an area and not related to a specific centre, the spatial hierarchy is defined by catchments rather than centres. Furthermore, new development areas should be differentiated from existing urban areas. New development areas will generally not have existing facilities and so new facilities need to be planned in line with new development. Existing urban areas, which are subject to compact growth and densification policies, will usually be served by existing facilities and the challenge will be to determine if these are adequate and to determine investment needs.

Town Catchments

Town catchments accommodate a broad range of facilities and services which serve a wide area. In Dún Laoghaire Rathdown, they also avail of at least two different modes of public transport, ensuring accessibility. Currently, Dún Laoghaire and Dundrum are designated 'Major Centre' in the *Dún Laoghaire Rathdown County Development Plan 2016-2022*

and 'Major Town Centre' in the *Retail Strategy for the Greater Dublin Area 2008-2016*. The two town centres are covered by zoning objective MTC – 'To protect, provide for and-or improve major town centre facilities'.

District Catchments

District catchments provide a range of retail and non-retail service functions (e.g. banks, post office, local offices, restaurants, public houses, community and cultural facilities) for the wider community. The Retail Strategy for the GDA indicates centres can cater for a population of up to 40,000 and it identifies Stillorgan, Blackrock, Cornelscourt, Nutgrove, Cherrywood as designated 'District Centres' in the County. The settlement hierarchy in the Development Plan identifies 'Secondary Centres' which include all of the above, except Cherrywood, which is defined as a future development area, along with Kilternan, Woodbrook and Old Conna. Existing designated

district centres are covered by zoning objective DC – 'To protect, provide for and-or improve mixed-use district centre'.

Neighbourhood Catchments

Neighbourhood catchments are served by a small group of shops, typically comprising newsagent, small supermarket/ general grocery store, sub-post office, local community facility and other small shops of a local nature serving a small, localised catchment population. The toolkit suggests a population catchment of 4,000 to 8,000 persons. Much of the literature and best practice on the provision of community facilities considers the neighbourhood as the best unit to deliver community facilities, so that the offer can best match the demand and need. The Development Plan currently identifies neighbourhood centres and they are covered by zoning objective NC – 'To protect, provide for and-or improve mixed-use neighbourhood centre facilities'.

Figure 5: Dún Laoghaire Rathdown County Development Plan 2016-2020 Core Strategy Map



However, it recognised that many existing community facilities are not located on sites specifically zoned for such purposes, but nonetheless serve a neighbourhood function.

Local Facilities

Local centres are not defined as such in the Development Plan. Community facilities at this level

tend to be singular facilities and not necessarily clustered with others (e.g. communal rooms as part of larger residential schemes). One of the principles of community facility planning is to cluster with other facilities, but not prevent other proposals coming forward with the provision of important infrastructure.

Table 10: Aligning of Hierarchies

Development Plan Settlement Hierarchy	Retail Strategy Hierarchy	Community Facility Hierarchy
Major Centre	Major Town Centre	Town Catchment
Secondary Centre	District Centre	District Catchment
	Establish Neighbourhood New Neighbourhood	Neighbourhood Catchment
	Local shops	Local Catchment
Key Development Area	No equivalent	No equivalent. Suggest applying population thresholds

'Key Development Areas' may, as they development in due course, be further refined to clarify how they fit within the established hierarchy.

4.4 Strategic Needs Analysis

4.4.1 Supply

A strategic high-level supply and demand analysis can be undertaken to inform likely future requirements. This is required to address existing strategic deficits and future requirements resulting from population and household growth, in addition to demographic and socio-economic changes. There are a number of steps in this process:

- i. High level space audit:** This involves a preliminary identification of all community facilities coming within the scope and estimating floor area. These facilities should be placed on a GIS system. Floor areas can be obtained through surveys, although if resources do not permit estimates of floor space can be obtain through GIS and mapping. If resources

allow, it can be possible to undertake a full qualitative audit of all facilities in the county, which would include floor space survey, building suitability survey, facility utilisation survey and catchment accessibility assessment (refer to Section 3.6.2).

- ii. Town/District/Neighbourhood performance:** The assessment of supply can be brought a step further by scoring centres, with a view to identified policy priorities. An example is provided in Table 6 in Section 3.6.1. This may highlight the need for specific objectives for particular areas that may need to be included in the development plan.

Audits will result in one of three possible outcomes:

- There is adequate capacity in the area concerned.

- Capacity is adequate, but existing space may need to be upgraded or repurposed.
- There is inadequate capacity and new facilities are required.

4.4.2 Demand

An analysis of the demands at a county-wide level can be provided involving:

- An analysis of demand with reference to numbers, age profile, socio-economic profile and the Pobal deprivation index. Different facilities will be required for aging population, youth with a higher demand in areas showing a level of deprivation.
- An assessment of the existing provision at a strategic level, with reference to the space standards detailed in Section 3.6.1 and the spatial distribution of facilities. A review of existing or pipeline proposals will inform the assessment. This allows for an assessment of any existing gaps in provision if they exist.
- A forecast of future population, which would be aligned to the core strategy, in addition to a consideration of other potential spatial and demographic changes over the period of the development plan. This will allow for an analysis of future gaps, particularly in respect to new development areas.

4.5 Core Strategy

The content of Core Strategies which is set out in Section 7 of the 2010 Act, amending Section 10 of the Principal Act, must include:

- population targets.
- quantification of requirements for zoning of lands for residential and /or a mix of residential and other uses.

- retail development, and
- in the case of county development plans, proposed existing and future distribution of population within the plan area within a settlement hierarchy.

The *Guidance Note on Core Strategies* (DHLG, 2010) highlights that while Section 10 (2A) does not expressly require core strategies to contain information concerning other land, the location of other significant uses such as employment and commercial zones and amenity and community facilities and areas should be closely integrated with locations for future housing development.

4.6 Policy Response

The policy response arising from this assessment can inform the development of policies in relation to the spatial distribution of community facilities, the integration into new development (e.g. by requiring audits and provision above certain thresholds of new residential schemes), reserving sites through appropriate zoning, design, scale, shared educational use, multi-purpose use and clustering. Specific objectives addressing existing and future deficits can be included, in addition to setting some basic criteria for the preparation of lower level local area plans. Policy can differentiate between new development areas and existing urban areas that are the subject of densification and compact growth objectives.

Specific development management policies may be formulated, for example, using Section 34 (4)(m) of the Act relating to the planning conditions requiring the provision of public infrastructure.

The policy response can also consider what can be delivered within the 6-year timeframe of the development plan and what may be provided for in the longer term having regard to the pace

of development and available resources.

It can also inform the preparation of the Council's own capital programme for the development of facilities or lay the basis for the incorporation of specific provisions in Section 48 or Section 49 development contribution schemes.

5

NEIGHBOURHOOD AND LOCAL AREA PLANNING



5. Neighbourhood and Local Area Planning

5.1 Overall Approach

The preparation of a localised area-based community plan or strategy is a strong planning tool and allows for a 'fleshing out' of more detailed planning of facilities based upon the neighbourhood approach.



planning framework can be adopted for the neighbourhood or local area level. It is however refined to allow for the development of policy, identification of opportunities and facilitation of site selection, as required.

In broad terms the approach is detailed below:

5.2 Area Context and Scope

5.2.1 Defining the Study Area and Timeframe

When it is decided to undertake the preparation of a community facility plan or strategy, the exact boundaries of the area must be considered. This can be informed by a local area plan boundary, but may also include consideration of the hierarchy set out in the development plan, Electoral District (ED) boundaries and the location of major facilities. A flexible approach should be adopted and the boundary amended if required, having regard to the identification of further facilities resulting from the detailed audit, or the natural catchment of neighbourhoods. The study area can then allow the production of preliminary spatial database of relevant facilities. The GeoDirectory is a good start and presents a workable structure for the facilities audit at later stage. The planning year horizon also needs to be established.

5.2.2 Scope of Facilities

Defining the categories of facilities under review is the critical first step of the process as it influences all successive steps. Categories may be broad and can vary based on the scale and scope of the study. High level categories such as community, cultural and civic can be defined.

Sub-categories within these can then be defined. These may be expanded as data collection progresses. The scope and complexity of the plan will depend on a variety of factors, including what is already covered in planning policy, the nature of the neighbourhood area (e.g. socio-economic and demographic context, expected level of growth) and the community's preferred outcomes. The community facilities plan or strategy may include all, or just some of the facilities detailed in Table 1 above. Facilities may be added (e.g. healthcare, creches, schools), but it should also be borne in mind that the space standards detailed in 3.6.1 would also have to be adjusted as they are based on the facilities list in Table 1.

5.2.3 Policy and Programmes

A brief review of the policy context will inform the nature and emerging demands in an area, but an examination of capital programmes and other proposed facilities in the area will inform the community needs assessment.

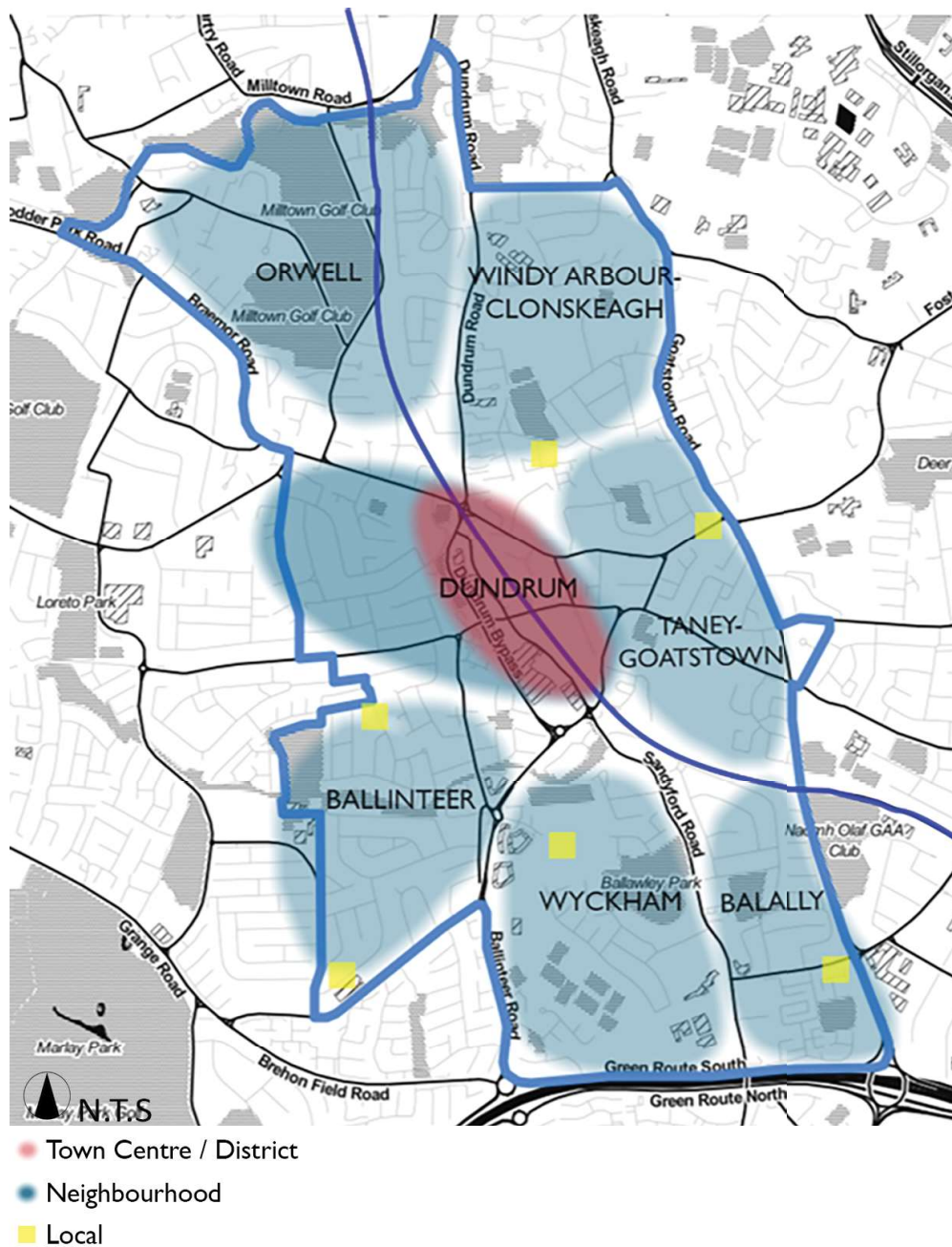
5.2.4 Establish Neighbourhood Areas

This toolkit takes a 'neighbourhood approach' based upon the concepts in *Shaping Neighbourhoods* (Barton et al, 2010). Neighbourhoods are the localities in which people live and implies a sense of belonging and

a community living in a specific place.

The neighbourhood areas should be defined having regard to the criteria set in 2.2.3 above. In addition, the hierarchy for facilities planning can also be established. An example from the Dundrum CCCAP is provided in Figure 6 below. The hierarchy of town, district and neighbourhoods can be established at this stage.

Figure 6: Neighbourhoods of Dundrum



5.2.5 Stakeholder Engagement Strategy

Engagement with stakeholders is particularly important at this level, as they can actively participate in policy formulation, provide important information in relation to service and facilities gaps, and facilitate community 'buy in' and contribute to building sustainable communities. Stakeholder engagement is not one specific stage but integrated throughout the planning process. The engagement strategy can take a variety of forms and may be paired as part of an ongoing forward LAP planning process, or standalone. The non-statutory standalone forms of engagement can inform the preparation of community facilities plan or action plan similar to the Dundrum Civic Cultural and Community Action Plan, the provisions of which can then be reflected in a statutory local area plan which is the subject of prescribed consultation procedures. It is also important to avoid stakeholder fatigue by avoiding unnecessary duplication of consultations.

The stakeholder engagement strategy should address the following categories:

- **General Public:** As the primary user of the facilities, the public has local knowledge and first-hand experience of the use of available facilities. They can provide views on use of existing facilities, demands, levels of use and perceived gaps in provision.
- **Community Groups:** As organised users of facilities they can provide information on space requirements, costs incurred, and activities undertaken. The Public Participation Network (PPN) can be utilised as an umbrella entity.
- **Facilities providers:** Provide critical information for the auditing process forming part of the capacity assessment. In particular, they can advise on space availability, building conditions, rental incomes and capacity availability.

- **External State bodies:** Can include the Department of Education and Skills, the Land Development Agency and Transport Infrastructure Ireland.
- **Landowners and developers:** They can provide important information on emerging opportunities and new development proposals, particularly where large-scale residential development is proposed.
- **Internal stakeholders:** There needs to be a high level of engagement with all relevant departments and sections in the Council, including Parks, Libraries, Arts, Community and Transport.

Different forms of engagement will be required for each category. This can range from public notices, issues papers and questionnaires with the use of online portals for the general public and community groups to surveys and bespoke questionnaires for facility providers, external state bodies and landowners and developers.

Lessons from Dundrum

At early stages of the project, the project team held a workshop with the Council's departments to discuss emerging issues and findings arising from the baseline. The various departments were able to advise on pressure points and needs which would not have otherwise arisen during the data collection / audit stage. This helped shape the scope of facilities to be provided.

In any case, a robust stakeholder engagement strategy supported by a stakeholder mapping exercise will allow for positive outcomes throughout the process as it allows for building a comprehensive baseline.

Sample questionnaires for the public, community groups/users, facility providers and external public bodies are provided in Appendix I.

5.3 Audit of Existing Facilities

The audit of existing provision is key to providing an evidence base to inform decision making and establish the current supply of facilities. Both the quantitative and qualitative provision needs to be established. The data should be linked to a GIS system. The following are the principal elements of the audit:

1. Identification of the location of all facilities, through use of GeoDirectory and local knowledge.
2. Undertake a facilities survey of each premises which requires a site visit and inspection. The survey would gather the following information:
 - Floor area, using gross floor area definitions
 - Categorisation of facility (main and sub-categories)
 - Type and nature of accommodation (halls, meeting rooms, changing facilities, offices, stage space, seating capacity, break out spaces)
 - Building condition (rate very good, good, fair, very poor to good)
 - A sample survey sheet is provided in Appendix II.
3. This survey then allows for a facility suitability assessment to be made in terms of its building condition, facility accessibility and accommodation. It is scored in accordance with the criteria outlined in Table 7 of this report. This will allow for a consideration of investment priorities in existing facilities.
4. Facility utilisation assessment is an assessment of the use of the facility under consideration. Generally, the information on which to base the assessment is secured from the facility managers through a questionnaire. It is an assessment of the capacity of the facility to determine if there

is any spare capacity. This will inform required actions, as a first priority in any strategy is likely to be maximising the use of existing facilities if possible.

5. The catchment accessibility assessment determines if the local and neighbourhood facility has a 4,000 within 800m straight-line walk distance of facility; or if a district/town centre Is the facility within 500m of high capacity bus service, or 1,000m of high capacity fixed rail – Luas or DART.

5.4 Community Needs Analysis

There are a number of different elements to the community needs analysis, including a review of the existing demography, future population changes, growth areas, stakeholder engagement and quantitative and qualitative gap analysis.

5.4.1 Demographic Profiling

The demographic profiling of an area will assist in determining the existing needs of the community. Generally, only information that will be of use in determining existing infrastructure gaps and future requirements should be collated. Table 11 provides the indicator, profile and relevance of the data piece collected.

Table 11: Demographic Profiling and Relevance to Community Infrastructure

Indicator	Area Resident Profile	Relevance to Community Infrastructure
Total Population	<ul style="list-style-type: none"> - Increasing or decreasing population - Identification of growth areas 	<ul style="list-style-type: none"> - Decreasing population may result in underused facilities in established areas - Increasing population may result in further demands for facilities - Facilitates confirmation of neighbourhoods and hierarchy
Age Profile	<ul style="list-style-type: none"> - Proportion of young age-cohort by neighbourhoods relative to the average and likely future demands - Proportion of population aging relative to the average by neighbourhoods and likely demands 	<ul style="list-style-type: none"> - Indicates a demand for facilities capable of catering for children (parent toddler groups) and junior indoor sport - Aging population indicates requirement for facilities for the elderly (Mens' Sheds, multi-function space if not already in place)
Economic Activity	<ul style="list-style-type: none"> - High or low level of economic activity 	<ul style="list-style-type: none"> - High disposable income generates greater demand for sports and leisure
Socio-Economic	<ul style="list-style-type: none"> - Proportion of ABC relative to average - Proportion of CEFG relative to average 	<ul style="list-style-type: none"> - Higher ABC tend towards private associations, cultural/arts facilities - High CEFG places demands on subsidised community facilities
Deprivation	<ul style="list-style-type: none"> - High deprivation index score - Low deprivation index score 	<ul style="list-style-type: none"> - High score indicates demands for family resource and subsidised community facilities
Ethnic Origin	<ul style="list-style-type: none"> - Proportion of ethnic minorities relative to average 	<ul style="list-style-type: none"> - Dependent upon specific minority
Car Availability	<ul style="list-style-type: none"> - Level of car ownership 	<ul style="list-style-type: none"> - Highlights importance of public transport accessibility

5.4.2 Population Projections and Demographic Change

In order to establish future demands, population forecasting is required on an area and neighbourhood basis. There are several different methodologies that can be adopted depending upon the nature of the area.

These include:

- **Standard population forecasting:** This use standard assumptions in relation to fertility (F) and migration (M) assumptions. It is not suited to smaller localised areas which can experience significant localised

differentials. This will allow for natural growth or decrease.

- **Capacity based:** This approach is particularly suited to growth areas, where growth is targeted in the core strategy. It assumes that growth will occur in accordance with the assumptions of the core strategy.
- **Permitted and pipeline development:** A review of recent planning permissions and current proposals in an area will give an indication of future growth in the locality. Assumptions in relation to household size can be made depending

on the type of development proposed.

- **Combined:** In established areas, a combined approach of historic population trends combined with a capacity or permitted/pipeline development approach is an approach that can be appropriate.

5.4.3 Future Projects

There is a requirement to identify public, state, local authority and NGO proposals for future provision of facilities. This information can be obtained from a number of sources, including:

- The Council's Capital Works Programme
- The Department of Education and Skills Capital Work Programme
- The Department of Transport, Tourism and Sport's (DTTS) Sports Capital Funding Programme.
- Private development proposals, details of which can be obtained from the planning register, which can include planning conditions relating to the use of facilities.

These provide an indication of projects planned for delivery in the period of up to five years and a progress update (n/a for DTTS).

5.4.4 Identifying Growth Areas

Identification of recent and future growth areas is key to the planning process. Often established residential areas are well provided for in terms of community infrastructure, although there may well be issues related to management, public access and investment in these existing facilities. However, there is often a lag in the provision of community facilities in areas that have experience recent high levels of growth. The planning process should be able to identify these areas. In addition, there are future key

development areas, which need to incorporate the provision of new facilities in an integrated and phased manner.

5.4.5 Stakeholder Engagement

Engagement with the public, who are the end users, individual groups, associates, clubs and community organisations is essential to obtaining data in relation to levels of use, perceived gaps in provision and future needs. Information gathering is principally by way of questionnaires and surveys, examples of which are provided in Appendix I. In particular, the end users will provide relevant information and opinions on:

- Current and future programmes
- Availability and capacity of facilities
- Level of use and specific use requirements
- Operational costs and rents
- Quality of facilities available
- Age specific requirements
- Key barriers and opportunities in an area

5.5 Gap Analysis

A quantitative assessment of surplus or deficit of community infrastructure per neighbourhood can be analysed against the set floor space standards detailed in Section 3.6. This should be done in relation to the existing baseline population and for the population in the forecast year. This yields an existing quantitative assessment of existing and future deficits or surpluses and allows for an evidence base for future planning.

The qualitative assessment of gaps in provision is derived from the audit of existing facilities and the feedback gained from the various stakeholders.

5.5.1 Establish Priorities

From the above analysis, it is possible to set a list of priorities. Priorities can be set on the basis of short, medium and long term. Existing gaps in provision will usually be classified as the immediate, short-term priorities, with pipeline residential development giving rise to medium term priorities and more future undeveloped areas giving rise to longer term priorities. These priorities should be set within the horizons of the strategy or action plan. In this way, existing and future gaps can be addressed in a coherent and evidence-informed manner.

5.6 Preparing and Drafting a Strategy

5.6.1 SWOT

The undertaking of a *strengths, weaknesses, opportunities and threats* (SWOT) analysis in relation to the area under consideration is a useful tool. This exercise can draw on the information gathered in the audit and gap analysis. It is useful to integrate workshops with key internal and external stakeholders as part of the exercise.

5.6.2 Examine Potential Sites and Opportunities

If the preceding stages indicate that further built facilities are required, there will be a need to examine potential sites that are in the council's ownership, and also sites that are under the control of other state bodies such as the Department of Education and Science, and the LDA. A full examination of the potential sites should have regard to the centrality of their location within the identified neighbourhood, proximity to public transport, site size, zoning, services, landownership and other site-specific

considerations.

The gap analysis should inform the nature and type of facility required for the neighbourhood. So, cultural and civic buildings should be directed to district and town centres with accessibility to public transport. Local community centres or family resource centres can be accommodated in local neighbourhoods. In the identification of opportunities and sites, decision-makers should be mindful of the need to ensure critical scale and multi-functional nature of new facilities and it may be appropriate in certain instances to seek to share a new facility between neighbourhoods in order to benefit from scale and multi-functional use.

5.6.3 Develop Options and Evaluation

Each strategy and neighbourhood will give rise to different opportunities and different options. Different options can be brought which can fulfil objectives, address gaps and meet priorities. The options can include:

- **Better use** of existing facilities through investment and/or **refurbishment**.
- **New development** on a brownfield or greenfield site in the Council's ownership, or under the control of state body or in private ownership. Depending upon the ownership, different models of delivery will have to be considered.
- **Consolidation** of existing clustered facilities through redevelopment or expansion.
- **Co-location** and **dual use** of existing or proposed public facilities (e.g. schools)
- **Integration into large scale developments** which may be proposed by private developers.

A strategy may wish to keep a number of site options open for the same facility type in the

knowledge that some may be easier to deliver than others. The overall strategy options can be assessed against some or all the principles set out in Section 3.1. The assessment can be done in a tick box format, or other text-based formats as appropriate.

Stakeholders can be brought in at this stage and the options tested against their expectations.

5.6.4 Actions and Implementation

The strategy of infrastructure plan can include actions or policies which may range from addressing specific community needs, to place-making, funding, operation and management, and bring specific facilities forward for feasibility and ultimately construction. Actions should be prioritised in terms of short, medium and long term, and partners responsible identified.

5.7 Local Area Plan

Ultimately, a community facilities action plan or strategy can be reflected in a statutory local area plan, if one is being prepared for the area. This will allow for full integration with other land use considerations, transport, heritage, recreation and strategies relating to employment, retailing and local centre development. In addition, transposing the concepts of the action plan or strategy into a local area plan allows for full public consultation in accordance with the provisions of the Planning and Development Act.

6

FACILITY DELIVERY



6. Facility Delivery

6.1 Models of Provision

Local government, schools, religious organisations, sporting groups and community organisations provide community facilities to meet the whole of community needs. Partnerships between the local authority and other bodies are usually required to ensure that community assets are delivered in the most effective and efficient ways possible.

6.1.1 Governance

Governing community facilities and integrating services and buildings can be a challenging process. The key to successfully managing and coordinating these potentially complex arrangements is good governance, supported by clearly defined documentation.

The governance structure of entities operating and delivering community facilities can be summarised as follows:

- **Local authorities**, made up of elected members and the executive, have a wide range of functions, including planning, and community development, which is specifically catered for by the local community development committees provided for under the Local Government Reform Act 2014.
- **Companies limited by guarantee**, often charities, including schools, or organisations involved in education advancement, religion or public benefit organisations and are covered by a memorandum and articles of association.
- **Limited companies** for example a management company.

- **Unincorporated associations** e.g. groups with the sole purpose of promoting athletic or amateur games or sports, membership organisations, that are not formal legal entities, but may have a constitution or written rules.
- **Private or charitable trusts** operating in the community and are governed by a trust deed, or a declaration of trust.
- **Partnerships** (including public private partnerships) involving formal arrangements of different parties working together, usually under a lead agency.

Partnerships between organisations with different governing structure can have implications for the provision of community facilities.

6.1.2 Management

Community facilities can be managed and coordinated using a range of approaches. At the town centre and district level community centres are run under an operating agreement by a voluntary committee/board of management.

The Council's *Community Centre/Facility Usage Policy* is prepared with input from the operators of community centres, following guidelines to support them in the effective operation and use of community centres to address community needs and objectives. Table 12 illustrates models of management structures in the hierarchical form. At the neighbourhood level, community facilities may also be owned by religious organisations or community organisations and let out by session to community service providers.

Table 12: Hierarchy and Management Structure

Hierarchy	Management	Facility Type
Town Centre & District	<ul style="list-style-type: none"> - Local Authority owns building, manages the facility and leases to tenants - Leisure centre and pool owned and managed by the council 	<ul style="list-style-type: none"> - Council offices & Civic Centre, Library
Neighbourhood	<ul style="list-style-type: none"> - Community Centre owned by the Council, leased to a charity, voluntary directors, executive staff to manage facility, sublet and/or deliver services - Facility owned by Council and facilities management outsourced to commercial companies 	<ul style="list-style-type: none"> - Community centre management company, runs the centre, facilities management charged to tenants
Local	<ul style="list-style-type: none"> - Community based facility owned and managed by the council, leased to community based organisations/ sessional 	<ul style="list-style-type: none"> - Men's sheds - Sport clubs - Community rooms

6.1.3 Funding

There are a number of different existing and potential sources of funding available for capital and current expenditure.

Capital

Specific funding for capital projects is sourced from varied sources such as:

- State grants, including
 - Large Scale Sport Infrastructure Fund (LSSIF)
 - Sports Capital Programme
 - Urban and Regional Development Fund (URDF)
 - Local Infrastructure Housing Activation (LIHAF)
- Loans taken out the by local authority or other partners
- Section 48 or 49 contribution scheme

- Cost recovery from income generation
- Land asset disposal
- Developer provided, as part of large-scale development fund

Current

Funding to meet current or operational expenditure will largely be determined by the type of entity involved i.e. legal entity and size:

- Local authority / State funding including:
 - local authority services such as libraries and civic services will be wholly funded by the local authority or from state funds.
 - Family resource centres are funded in the main by TUSLA.
- Philanthropic grants, not for profit organisations, community

organisations seek grants to support their activities.

- Fundraising through donations, membership fees.
- Other income such as rental or fees for services.

6.2 Roles and Partners

Table 13 below presents the roles and responsibilities of the delivery partners to the action plan including government departments, local authorities, not for profit or community organisations and the private sector.

Table 13: Roles and Partners

Delivery Partner	Planning and Development	Building and Operations	Partnerships and Coordination	Feasibility and Funding
Local Authority	<ul style="list-style-type: none"> - Coordinates and delivers infrastructure. - Identifies suitable locations through forward planning. 	<ul style="list-style-type: none"> - Construct and develop infrastructure. - Provides services directly or through service agreements and contracts. 	<ul style="list-style-type: none"> - Involved in partnerships to attract funding. - Supports government & community service providers to plan facilities and services. - Encourage efficient and integrated service delivery. 	<ul style="list-style-type: none"> - Provides capital funding either alone or in combination with others - Responsible for operational costs. - Prepares feasibility studies - Initiates public private partnerships.
Government Departments and State/Semi-State Agencies (e.g. Tusla, Health Service Executive, etc.)	<ul style="list-style-type: none"> - Sets out the policy framework for the delivery of infrastructure and growth and stimulates delivery through strategic planning initiatives. 	<ul style="list-style-type: none"> - Delivers infrastructure such as schools and health facilities. - Provides capital works funding to deliver infrastructure 	<ul style="list-style-type: none"> - Financial incentives often require leveraged benefits derived from partnerships. 	<ul style="list-style-type: none"> - Provides funding for community infrastructure and can enter into funding agreements. - Provides funding programs such as the URDF.
Not for Profit Organisations/Community Sector	<ul style="list-style-type: none"> - Works with government departments or local authorities in planning services. 	<ul style="list-style-type: none"> - Builds purpose-built facilities. - Leases from other providers either local authority or private sector to provide its services. 	<ul style="list-style-type: none"> - Works in partnership/Service Level Agreements with the Local authority and Government Departments. 	<ul style="list-style-type: none"> - Funding from Central Government and the local authority - Avails of European funding for bespoke projects.

Delivery Partner	Planning and Development	Building and Operations	Partnerships and Coordination	Feasibility and Funding
Private Sector	<ul style="list-style-type: none"> - Some developers recognise the value of incorporating infrastructure into development proposals and are willing to work with the local authority to plan and deliver these facilities. 	<ul style="list-style-type: none"> - Deliver infrastructure and hand over to local authorities or other appropriate bodies. - Deliver infrastructure and organise management through management companies. 	<ul style="list-style-type: none"> - Work with local authority to incorporate infrastructure on their lands. - Handover land for development. 	<ul style="list-style-type: none"> - Pay development contributions used as capital works funding. - Partake into PPP with public sector.

6.3 Project Evaluation Framework

Where the Council is considering bringing forward projects to procurement, best practice indicates that an evaluation framework should be established with a view to comparing the benefits of different projects and assessing them against given criteria. A good example of such a framework is the Canadian Evaluation Toolkit – Facility Evaluation Framework (City of Richmond, 2007). The investment opportunities can be assessed and prioritised. It can be a two-stage evaluation process.

i. Objectives Evaluation: This evaluation process is an appraisal of particular projects against a set of criteria which replicate or reflect the principles outlined in Section 3.1 above. It allows for investment opportunities and projects to be evaluated against planning and community objectives. Evaluation worksheets can be prepared on each criteria. Example of these worksheets can be found in the Canadian toolkit referred to above.

ii. Pre-feasibility: This is a specific assessment of the practical aspects of a particular project or investment potential. Generally, the evaluation study will address the matters covered in Table 14. It should be noted that if brought through public procurement processes, a feasibility study will be required as part of that process.

Detailed market demand assessments can be tailored for specific types of users. *The Leisure and Community Review Welwyn Garden City* (Welwyn Hatfield Council, 2006) illustrates a good approach to demand modelling for sports and leisure centres and swimming pools, which can generate commercial incomes. Importantly, the feasibility study can support application for funding. If the project is deemed to be of a high priority, it can be brought forward to procurement stages.

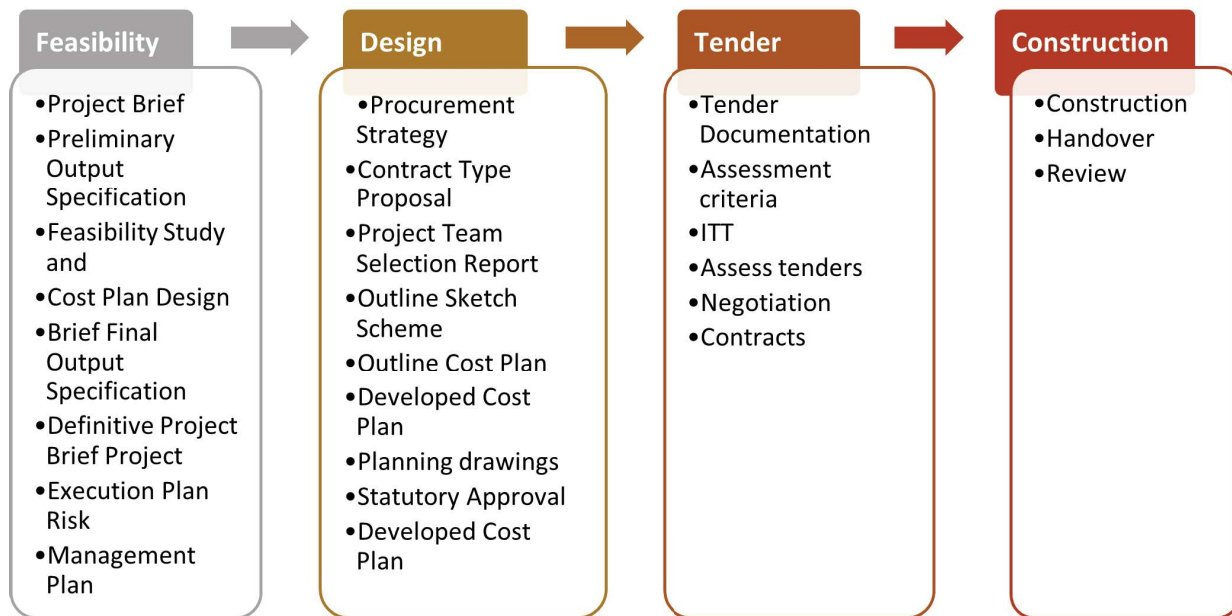
Table 14: Pre-feasibility Evaluation

Topic	Description
Technical viability	<ul style="list-style-type: none"> - site suitability – design of facility fits on site/ good - fit with surrounding development - preliminary layout - facility mix is viable - good likelihood of planning approval - site owners support/ likely to support development - proposals
Market demand	<ul style="list-style-type: none"> - demand exists for the proposed developments - market interest in proposed developments - the proposed development is able to compete effectively within the marketplace - strong strategic context for the development
Partnerships & agencies	<ul style="list-style-type: none"> - suitable lead agency/ organisation able to champion the project - structures in place to enable partnership working - opportunities to be optimised - necessary partners supportive - cross-sector partnership working where possible - appropriate stakeholder engagement - commitment from partners (memorandum of understanding)
Financial viability	<ul style="list-style-type: none"> - potential capital cost understood - capital funding options exist – public and private - potential to operate at surplus or breakeven - potential for revenue support if required - long term sustainability
Management structures	<ul style="list-style-type: none"> - suitable management or corporate structures available - management option fits with stakeholder objectives
Delivery & Procurement	<ul style="list-style-type: none"> - Delivery option assessed (public procurement, JV, PPP) - Select public procurement option if applicable (traditional, design & build), PPP or JV

6.4 Procurement

If a public procurement form of contract is required, it would have to comply with the *Capital Works Management Framework* (CWMF). The CWMF was introduced by the government in 2007 to increase value for money and cost certainty on construction projects. The CWMF website contains consultant and contractor contracts, associated model forms/ template documentation, pre-qualification documentation and a suite of guidance notes.

Figure 7: Procurement Process



The suite of public sector works contracts includes procurement strategy options that are can be used:

- **Employer designed** (Traditional) construction contract: Under the employer designed contract the Contracting Authority appoints a design team who fully design the project and tender the works to a main contractor.
- **Contractor designed** (Design & Build) construction contract - Under the contractor designed construction contract the Contracting Authority will typically appoint a design team to obtain statutory consents and then tenders the project to a main contractor with either the design team novated to the contractor or retained to provide technical advisory services during the construction contract (in the case of the latter the contractor will be required to appoint their own design team to adopt the tender design and complete same).

APPENDICES



Appendix I – Sample Questionnaires

MEMBERS OF THE PUBLIC SURVEY

Respondent Profile

1. Are you a member of the public?

- Yes
- No
- If responding on behalf of an organisation/group, please complete community organisations/groups survey.

2. Please identify your age category

- 0-17 years
- 18-30 years
- 31-40 years
- 40-55 years
- 56-70 years
- 70+

3. What is your gender?

- Female
- Male
- Other

Sports and Recreation (including indoor space and halls)

4. Do you or a member of your household use sports and recreation facilities in the area?

- Yes
- No
- Other (please specify)

5. If yes, please indicate the facilities that you/ member of your household use.

-
6. On average how often do you use the sports and recreation facilities?
- Once a week
 - A number of times a week
 - Once a month
7. How do you rate the quality of these sports and recreation facilities?
- Excellent
 - Good
 - Average
8. Do you have any unmet needs in relation to the facility(s)?
9. Have you any specific comments relating to these sports and recreation facilities?

Community and Parish Centre Facilities

Community and Parish Centre facilities includes meeting spaces, indoor recreation, community or church spaces and halls

10. Do you or a member of your household use community and parish centre facilities in the area?
- Yes
 - No
 - Other (please specify)
11. If yes, please indicate the facilities that you/ member of your household use.

12. If yes, please indicate where the facilities are located.

13. On average how often do you use the community and parish centre facilities?

- Once a week
- A number of times a week
- Once a month
- Occasionally
- Never

14. How do you rate the quality of these community and parish centre facilities?

- Excellent
- Good
- Average
- Poor
- Very poor

15. Is there sufficient capacity in the facility(s)?

16. Do you have any unmet needs in relation to the facility(s)?

17. Have you any specific comments relating to these community and parish centre facilities?

Arts and Culture Facilities

Arts and culture facilities includes libraries, museums, theatre, music facilities, gallery, performance area, heritage attractions

18. Do you or a member of your household use arts and culture facilities in the area?

- Yes
- No
- Other (please specify)

19. If yes, please indicate the facilities that you/ member of your household use.

20. If yes, please indicate where the facilities are located.

21. On average how often do you use the arts and culture facilities?

- Once a week
- A number of times a week
- Once a month
- Occasionally
- Never

22. How do you rate the quality of these arts and culture facilities?

- Excellent
- Good
- Average
- Poor
- Very poor

23. Is there sufficient capacity in the facility(s)?

24. Do you have any unmet needs in relation to the facility(s)?

25. Have you any specific comments relating to these arts and culture facilities?

Social Services

Social services include public administration offices, public services, statutory welfare services, public health and welfare offices

26. Do you or a member of your household use social service facilities in the area?

- Yes
- No
- Other (please specify)

27. If yes, please indicate the facilities that you/ member of your household use.

28. If yes, please indicate where the facilities are located.

29. On average how often do you use the social service facilities?

- Once a week
- A number of times a week
- Once a month
- Occasionally
- Never

30. How do you rate the quality of these social service facilities

- Excellent
- Good
- Average
- Poor
- Very poor

31. Is there sufficient capacity in the facility(s)?

32. Do you have any unmet needs in relation to the facility(s)?

33. Have you any specific comments relating to these social service facilities?

ORGANISATIONS AND GROUPS SURVEY

Community Organisation Profile

1. Name of Organisation:

2. Local Organisation Address:

3. Contact details / Email Address:

4. Community organisation PPN number (if applicable):

5. In which of the following categories does your organisation fall? Please tick relevant boxes

- Community group or organisation (childcare, youth, family, health, education, mental health, residents, political or lobby groups)
- Civic (public administration, local authority services, public service, statutory welfare services, public health, and welfare offices)
- Cultural (arts, theatre, music facilities, gallery, performance)
- Other (please specify)

6. Briefly describe your community group/ organisation's activities and /or service(s)

7. What age groups do you predominantly cater for? Please tick the relevant boxes

- 0-4 years
- 5-12 years
- 13-18 years
- 19-30 years
- 31-45 years
- 46-64 years
- 65+

8. How many paid staff are working at your local premises?

- None
- 1-5
- 6-10
- 11-20
- 21-49
- 50+

9. How many volunteers are working at your local premises?

- None
- 1-5
- 6-10
- 11-20
- 21-49
- 50+

10. Please indicate where the majority of your service users/members come from?

- 0-2 km
- 3-5 km
- 6-10 km
- 10+ km
- Other (please specify)

Facilities

11. How long has the organisation been working in this facility?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11+
- Other (please specify)

12. Do you pay for the use of this facility?

- We own the facility
- There is no charge for the use of the facility
- Pay sessional or hourly rate
- Rent weekly/ monthly/ annually
- Other (please specify)

13. What is the estimated floor area that you use in the facility/premises? Please specify square feet or square metre.

14. What is the charge: € per square feet / € per square metre or hourly rates for room / facilities rental?

15. How many service users / members use this space at any time?

- 0-10
- 11-20
- 21-49
- 50+
- Other (please specify)

16. Indicate which best describes the facility in terms of your service delivery.

- We have ample space to meet our needs
- We are nearing capacity
- We are over capacity
- Question not applicable
- Other (please specify)

17. In terms of available operating space to meet your service requirements, which of the following statements is most relevant to you?

- Our space fully meets the service needs with no impact on service delivery
- This space has few limitations which have minor impact on ability to deliver the required services
- This space has some limitations which have a moderate impact on ability to deliver the required services
- There are issues with this space which have a significant impact on ability to deliver the required services
- The limitations of this space have a severe impact - required services cannot be delivered
- This space is unfit for use
- Other (please specify)

18. If applicable, briefly describe how the facility impacts on your ability to deliver the required services/activities

19. Are you, or would you, consider moving from your current premises in the next 5 years?

- Yes
- No
- Maybe (please specify)

Community Organisation / Group Supports

20. What are the main sources of finance/funding? Please tick the relevant boxes

- Public/ State funding
- Donations/ Grants/ Fundraising
- Members funds
- Other private sources

21. Do you benefit from national or local government funding/revenue or other supports?

- Yes
- No
- If yes, please specify

22. Which of the following best describes operating activity over the last 24 months?

- Declined significantly
- Declined moderately
- Remained static
- Increased moderately
- Increased significantly
- Please note any noticeable trends in activity

Concluding Comments

23. Do you work closely or share facilities with any other community group or organisation in the area?

- Yes
- No

24. If yes, how many hours /days per week do you operate from shared facilities?

25. If no, would your organisation consider doing so in the future?

26. How would you rate your overall satisfaction with community, cultural and civic facilities in the area?

- Excellent
- Good
- Average
- Poor
- Very Poor

27. Do you have any other comments, questions, or concerns?

FACILITIES PROVIDERS SURVEY

Facilities Service Providers Profile

1. Name of Facility:

2. Facility / Service Address:

3. Contact details / Email Address:

4. Contact telephone number:

5. In which of the following categories does your facility fall? Please tick relevant boxes

- Community group or organisation (childcare, youth, family, health, education, mental health, residents, political or lobby groups)
- Civic (public administration, local authority services, public service, statutory welfare services, public health, and welfare offices)
- Cultural (arts, theatre, music facilities, gallery, performance)
- Other (please specify)

6. Briefly describe your facility activities and /or service

7. What age groups do you cater for, please tick the relevant boxes

- 0-4 years
- 5-12 years
- 13-18 years
- 19-30 years
- 31-45 years
- 46-64 years
- 65+
- All ages

8. How many community/user groups does your facility accommodate?

9. Please indicate the names of user groups in your facility

10. How many paid staff are working at your local premises?

- None
- 1-5
- 6-10
- 11-20
- 21-49
- 50+

11. How many volunteers are working at your local premises?

- None
- 1-5

-
- 6-10
 - 11-20
 - 21-49
 - 50+

12. Please indicate where the majority of your service users/members come from?

- 0-3 km
- 3-5 km
- 6-10 km
- 10+ km
- Other (please specify)

13. Please indicate below an estimate of the service users who travel to your facility by car?

- 25% of service users travel by car
- 50% of service users travel by car
- 75% of service users travel by car
- Nearly all of service users travel by car

14. Please indicate below an estimate of the service users who travel to your facility by bus?

- 25% of service users travel by bus
- 50% of service users travel by bus
- 75% of service users travel by bus
- Nearly all of service users travel by bus

15. Please indicate below an estimate of the service users who travel to your facility by Luas?

- 25% of service users travel by Luas
- 50% of service users travel by Luas
- 75% of service users travel by Luas
- Nearly all of service users travel by Luas

16. Please indicate below an estimate of the service users who cycle your facility?

- 25% of service users cycle to the facility
- 50% of service users cycle to the facility
- 75% of service users cycle to the facility
- Nearly all of service users cycle to the facility

17. Please indicate below an estimate of the service users who walk your facility?

- 25% of service users walk to the facility
- 50% of service users walk to the facility
- 75% of service users walk to the facility
- Nearly all of service users walk to the facility

18. In relation to parking at your facilities, please select all that applies

- On site car parking is available and is free of charge
- On site car parking is available but is not free of charge
- On site car parking is not available
- Bicycle parking is available on site
- Bicycle parking is not available on site

19. How long has the organisation been working in this facility?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11+
- Other (please specify)

20. What is the estimated floor area that you use in the facility/ premises (please specify square feet or square metre)?

21. Do you own or lease your current premises?

- We own the facility
- Lease < 5 years on the current lease
- Lease > 5 years on the current lease
- Other (please specify)

22. If you are leasing/renting the premise, please indicate cost

- €0-€10 per square metre or €0-1.00 per square foot
- €11-€20 per square metre or €1-2.00 per square foot
- €21-€30 per square metre or €2-3.00 per square foot
- €30+ per square metre or €3 per square foot

23. How many people /service users can your facility accommodate?

- 0-10
- 11-20
- 21-49
- 50+
- Other (please specify)

24. Can you estimate the usage of your facility?

- 100%
- 75%
- 50%
- Below 50%
- Please specify here

25. What are your facility opening hours?

- All day, week days
- Half day morning
- Half day afternoons
- Evening / nights

-
- Weekends
 - Other (please specify)

26. How do you charge user groups for your facility?

- Rents weekly, monthly, annual per floor space
- Sessional Charges or Hourly rates
- Free - no charge
- Other (please specify)

27. Briefly indicate your charges if applicable: € per square feet/ € per square metre or hourly rates for room/facilities rental?

28. In terms of available operating space to meet your user groups service requirements, which of the following statements is most relevant to your facility?

- Our space fully meets the service needs with no impact on service delivery
- This space has few limitations which have minor impact on ability to deliver the required services
- This space has some limitations which have a moderate impact on ability to deliver the required services
- There are issues with this space which have a significant impact on ability to deliver the required services
- The limitations of this space have a severe impact - required services cannot be delivered
- This space is unfit for use
- Other (please specify)

29. Indicate which best describes the facility in terms of your service delivery

- We have ample space to meet our needs
- We are nearing capacity
- We are over capacity
- Question not applicable
- Other (please specify)

30. Are you, or would you, consider moving from your current premises in the next 5 years?

- Yes
- No
- Please specify

31. Do you have plans for the development of your current premises/facility?

- Yes
- No
- Other

32. If yes, which if any, would be a barrier to increasing your facility service provision in the area?

- Revenue / funding
- Availability of suitable premises
- High leasing costs
- Demand for facility
- Other (please specify)

33. Which of the following best describes the condition of your current premises or facility?

- Excellent
- Good to reasonable
- Needs some repair or refurbishment
- Poor condition
- Structural remediation measures required
- Other (please specify)

34. If applicable, briefly describe how the facility impacts on your user groups ability to deliver the required services/ activities

Facility Activity

35. What are the main sources of finance/funding? Please tick the relevant boxes

- Public/ state funding
- Donations/ grants/ fundraising Members funds
- Other private sources

36. Do you benefit from national or local government funding/revenue or other supports?

- Yes
- No
- Other, please specify

37. If yes, please specify the type of State / Local Authority funding support?

38. Which of the following best describes operating activity over the last 24 months?

- Declined significantly
- Declined moderately
- Remained static
- Increased moderately
- Increased significantly
- Please note any noticeable trends in activity

39. How would you rate your overall satisfaction with community, cultural and civic facilities in the area?

- Excellent
- Good
- Average
- Poor
- Very Poor

40. Do you have any other comments, questions, or concerns?

PRESCRIBED BODIES QUESTIONNAIRE

About Your Organisation/Department

1. What is the name of your organisation or department?
2. What is the role organisation or department?
3. Does your organisation own land within or immediately adjoining the area? If so, where?
4. Does your organisation or department have any specific development proposals relating to the Action Plan area?
5. Does your organisation have specific development requirements for your own lands, or those in the immediate area?
6. To the best of your knowledge, are there any gaps in the provision of community, cultural and civic infrastructure in the study area? If yes, what do you think is missing?
7. To the best of your knowledge, is there an overprovision of community, cultural and civic infrastructure in the study area? If yes, which one(s)?

8. What improvements could be made to existing facilities in the area? And where?

9. Do you consider there should be synergies between different types of uses? If so, which ones? Do you have any examples in particular?

10. Are there any other issues that you would like to raise?

Appendix II – Survey Sheets

Site Name		
Site ID		
GIS coordinates		
Surveyed by		
Main Category		
Sub Category		
	Record	Comments
Facility Accommodation		
Main hall		
Small hall		
Meeting room		
Permanent stage		
Bar		
Office		
Kitchen		
Toilets		
Changing facilities		
Lounge		
Storage space		
Other		
No. of parking spaces		
No. of bicycle parking spaces		
Ancillary Facilities		
Playing pitches		
Play area		
MUGA		
Other		
Floor Area		
101-150m ²		
151-200m ²		
201-250m ²		
251-300m ²		
301-350m ²		
351-399m ²		
400m ² +		
Seat Capacity		
Up to 25		
26-50		
51-99		
100+		

Accessibility			
	Wheelchair access throughout Lift access Accessible toilets Facility to assist partially sighted Disabled parking		
Building Condition (External)			
	Roof/gutters Car park Building structure General landscaping		
Building Condition (Internal)			
	Heating Glazing Flooring Stairs		
Building Condition Score			
Facility Suitability Score			

Score		Building Condition	Fitness for Purpose
0	End of Service Life	No remaining service potential.	Unfit for use
1	Very Poor	In need of major repair and may be referred to a capital programme	Severe impact – required service cannot be delivered
2	Poor	Evidence of significant defects in multiple locations.	Significant impact on ability to deliver the required service
3	Fair	Generally, in good condition with some evidence of minor defects	Moderate impact on ability to deliver required service
4	Good	Good condition with limited signs of wear	Minor impact on ability to deliver the required service
5	Very Good	Near new condition with no obvious signs of wear.	Fully meets service needs with no impact on service delivery

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