



# The GAA Strategic Vision and Action Plan 2009-2015



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# Ireland: A Place in Transition

Dr Larry O'Connell, Senior Economist, National Economic and Social Council

Ireland has changed in many ways since the Strategic Review in 2002. This plan is the Gaelic Athletic Association's response to these changes. In it the Association will outline how it intends to build for the future.

## Responding to the Economic Challenge

At the end of 2008, Ireland and the world face considerable economic difficulties. Forecasts are changing on almost daily basis but most now predict that prospects, at least over the next two years, are challenging.

We need, more than ever, to believe in ourselves and to be reminded about what Irish people can achieve.

This GAA Strategic Vision and Action Plan 2009 – 2015 is a vision of what Irish people can achieve at home and abroad. It maps out ways that we can protect what is valuable to us: our health, the wellbeing of our children, the support that that we can give to others in urban and rural areas and our sense of being Irish.

It outlines specific plans to deal with changes in urban areas, to integrate new communities into the GAA and to help local clubs to respond to the changes in their own community. It is important to note that the Strategy contains specific commitments, in relation to accounting procedures and supports, that will further improve the GAA's ability to work prudently and transparently with its resources

The Strategy reflects the profound economic, social and demographic

change that has taken place in Ireland since the last Report in 2002.

## Population Change

There are 300,000 more people living here since 2002. More of us live in urban areas: six out of every 10 people. There are more people here from more countries around the world. In 2002, there were 274, 000 people who were non-Irish nationals; in 2008 there are over 465,000. We are also still a very young population. In 2002 26% of the population was under 18; in 2008 young people still make up 24% of the population.

The increase in population is unevenly spread across the country. Analysis by the CSO (Central Statistics Office), of the last population census in 2006, shows that the big increases have occurred in the East of the country. For example, the population in Meath has increased by over 20% between 2002 and 2006.

However, in other parts of the country the population has decreased. The biggest fall in population has been in the West and Border regions. Fewer people are living in rural areas and in those areas more of the population are older and more are living alone. The population has also fallen in the cities of Limerick and Cork where it is down between 2% and 3%.

## Health and Wellbeing

We are more active and more interested in our health. Research by the Irish Sports Council and Sport Northern Ireland shows the number of people engaged in sport has increased, particularly among young people. However, there are also worrying signs.

Despite more people taking part in sport and physical activity, the proportion of the population who are overweight or obese is increasing.

SLÁN (National Survey of Lifestyle, Attitudes and Nutrition) surveys have shown that:

- in 2002, 50% of the population were at a healthy weight;
- by 2007, only 48% were at a healthy weight and one in seven were obese;
- in 2002, 27% of men smoked; and
- by 2006, 31% of men smoked.

## Community and Volunteering

Community remains a key value. The Taskforce on Active Citizenship found more people were engaged with the community and volunteering in 2006 than were in 2002.

The numbers volunteering in the community were:

- in 2002, 17%; and
- in 2006, 23%.



The numbers actively involved in the community were:

- in 2002, 22%; and
- in 2006, 29%.

A 2007 SLÁN survey showed most people felt support was available in their communities if they needed it.

The need for faithful and dependable links in a world of rapid change is important. We are living in a period of profound economic, social and demographic change and it is critical that we have ways to anchor ourselves. We need, through our work as Ireland's leading sporting organisation, to find ways to protect what is valuable to us:

- our health;
- the wellbeing of our children;

- the support that we can give to others, in urban and rural areas; and
- our sense of being Irish.

## Conclusion

The GAA Strategic Vision and Action Plan illustrates the type of action that can be taken to ensure that the successes and achievements of the recent past are built upon. It is a strong statement of ambition and intent informed by the experiences and needs of our members.

*The views expressed here are the views of the author and do not necessarily represent the views of NESAC. We would like to acknowledge a number of sources*

*used in compiling this overview. These include ongoing work in NESAC (National Economic and Social Council) on the development of a Social Report for Ireland; the ESRI's (Economic and Social Research Institute) work for the Irish Sports Council Sporting Lives (2008); the Report from the Taskforce on Active Citizenship in 2007; SLÁN's research (National Survey of Lifestyle, Attitudes and Nutrition of people living in Ireland); and Sport Northern Ireland – Draft Strategy for Sport and Recreation NI 2008-2015.*

*Central Statistics Office Census 2006: Principal Demographic Results.*

# Teachtaireacht ón Uachtarán

## Message from the President

Is cúis mhór áthais dom an deis seo a fháil chun cúpla focal a scríobh ar fhoilsiú an phlean thábhachtach seo don Chumann Lúthchleas Gael.



In our 125-year history, the Gaelic Athletic Association has come a long way. It is accepted as one of the great amateur sporting associations in the world today. It is part of the Irish consciousness and plays an influential role in Irish society that extends far beyond our basic aim of promoting Gaelic games.

Throughout the history of the Association, we have always reflected the society in which we operate. Our role in Irish society has changed in many ways in that time. From our formative years, as well as the on-field success of our two main sports, we have developed into a key social and cultural institution. We provide leadership within the community we serve and we improve the lives of those we come into contact with.

The main objective of this Strategic Plan is to make sure we continue to appropriately and effectively serve our members, supporters and the broader community that sustains us. I believe this plan offers a blueprint for our future and addresses the key issues facing the GAA over the next seven years.

I want to pay tribute to an tArd Stiúrthóir, Páraic Ó Dufaigh, who made the plan his priority when he took on his new role as Ard Stiúrthóir of the Association. Many hours of hard work and consultation with literally thousands of our members and key influencers have led us to this point. We hope we have listened well and taken on board, in the proper manner, the many contributions you have made over the last seven or eight months.

The plan identifies a series of challenges that face the Association. We are meeting these challenges with leadership, creativity and energy. We are turning these challenges into opportunities for the GAA. We will continue to grow and serve Irish society and communities abroad in the effective and positive way that has characterised the Association's development up to now.

We are continuing our ongoing work in key areas such as player welfare, developing our IT systems, improving facilities like our centres of excellence around the country and developing our games in schools.

Our players of all ages and abilities are our main priority. Right through the planning process we focused on the best interests of players and members. The plan will get more players involved and provide an environment that ensures players stay with our games for life.

Some of the areas addressed in the plan are:

- continuing to develop as an amateur organisation;
- providing a better player experience from child to adult;
- improving facilities for all our players;
- improving structures for all our players;
- ensuring appropriate financial management and governance;
- growing participation in urban areas and responding to population decline in rural areas;
- child protection;
- codes of conduct; and
- quality of coaching.

During my time as Uachtarán we have worked with players to develop a common understanding that serves the best interests of the Association. This work is ongoing and I am confident that during 2009 we will have a structure that allows the entire organisation to flourish.

We have always shown ourselves to be willing and prepared to adapt to change. I urge our officers at national, Provincial, County and club level to give due consideration to the vision for the future that we describe in this strategy. We sincerely believe that successfully putting these proposals in place is in the general and overall best interest of the Association. It will allow us to provide a better GAA and a better Ireland, not only for the current generation but for those yet to come.

Ar aghaidh linn le chéile

**Níoclás Ó Braonáin**  
Uachtarán



# Teachtaireacht ón Ard Stiúrthóir

Message from the Director General

D'fhreascair an phlean seo as scrúdú chuimsitheach ar ghnéithe éagsúla an Chumainn ag grúpa a raibh freastal acu ar ghach ghné de shocáí na tíre. Gabhaim mo fíor bhuíochas libh go léir. Is é ár mian go spreagthaigh moltaí na tuarascála seo díospóireacht agus plé in ár gclubanna agus ag leibhéil éagsúla an Chumainn



One of my main priorities since I became Ard Stiúrthóir of Cumann Lúthchleas Gael last February, has been to develop a Strategic Plan. This document is the culmination of countless days and hours of effort from a huge range of people. From the outset, we adopted a bottom-up approach. We consulted widely with members, players, officials, referees, supporters and others at all levels of the organisation and across the broad spectrum of Irish society.

We wanted to make sure that the views of our volunteers would be the main influence when we drew up this plan.

It has been a lengthy, but enjoyable process. We discovered an Association that remains strong on the ground, a membership fiercely proud of their Association and keen to build on its current momentum. Along the way, we also discovered many issues and challenges. Most of all, however, we discovered that the passion, belief and commitment that has characterised the Association throughout its long history is still alive and well.

One of the most informative aspects of the entire process was the Club Forum earlier in the year. At the forum we developed a clear understanding of the opinions of those who worked on a daily basis in clubs the length and breadth of the country. The forum successfully highlighted the key issues and challenges faced by our clubs. While few of

the issues raised at the forum surprised us, one message was clear – when developing national policy we needed to give more consideration to the needs of our clubs and how putting the policy into action would affect them.

The views of all the different groups contributed equally to the final document and they included those involved in:

- games development;
- coaching;
- playing;
- marketing;
- communications;
- finance;
- education;
- associate organisations;
- other community groups; and
- many others.

The task of pulling all of this information together and developing a plan for the future fell to Paul O'Kelly and Peter Hanan. They have shown incredible dedication to the project and I want to record my sincere thanks to them for helping us to reach this point. There are simply too many in the broader Association to mention, but to all those who gave their time at the planning stages, at seminars, throughout the research process and at all the different points along the way, I extend my thanks.

In many respects, however, the real work is only beginning. The challenge now is for us all to put the plan in place in a way that:

- cements our position as the leading community-based organisation in Ireland and develops the Association in overseas communities;
- maintains Gaelic sports and activities as an attractive proposition for all; and
- ensure we have a strong base for the next generation to build from.

Successfully carrying out this plan will mean we preserve the unique culture and heritage of Cumann Lúthchleas Gael and allow it to adapt and flourish within the changing and challenging environment of modern Ireland and within communities overseas.

I believe we have delivered a cohesive, innovative and achievable plan for the Association that takes stock of where we are at the moment, identifies where we would like to be in seven years time and charts a course for us to achieve just that.

**Páraic Ó Dufaigh**  
Ard Stiúrthóir





# Teachtaireacht ón Uachtarán Tofa

Message from the President Elect

Ba mhaith liom comhghairdeas a dhéanamh le gach duine a chur an fhoilseachán agus an phlean thábhachtach seo le chéile.



It gives me great pleasure to write an introduction to this Strategic Plan for our Association. I am delighted with the process used to create this plan. It was developed by thousands of volunteers. It is the true voice of all our members and their vision for the future. I look forward with enthusiasm to playing my role in putting this plan in place during my Presidency.

This 2009-2015 Plan builds on the experience of the 2002 Strategic Review in which I took an active role. It is visionary, practical and will enable us to measure our performance and be clearly accountable for it. This plan identifies key focus areas. Each focus area details clear roles and measures of success for clubs, Counties, Provinces and national level.

Whilst we are the number one sporting and cultural organisation in the country with a growing international presence, we face challenges that we believe are addressed in the Plan.

Over the past 125 years the GAA has taken a leadership role in our society. The passion and commitment of our members and clubs has contributed to the growth and development and sense of identity of communities. This plan builds on these strengths and identifies opportunities to build our presence and contribution.

The success of the Plan is in all our hands. Members and officers at each level in the organisation have their part to play; their work will be supported by the small dedicated full-time team we have in the Counties, Provinces and Croke Park. I can assure you that I will work tirelessly with the Ard Stiúrthóir, Páraic Ó Dufaigh, to make sure that you can maximise your contribution when addressing the goals and objectives contained in the Plan.

In the first year of my Presidency, we will launch the Annual Volunteers Forum. We will put in place a process to address the issues surrounding the amateur status and implement a clear framework to maintain it at the core of the Association.

The Plan will be reviewed on an ongoing annual basis at all levels. At our Annual Volunteers Forum we will listen to your views on how the Association is progressing and review and adapt our plans to meet emerging needs. The role of our volunteers and our amateur status has been key to the success of our Association.

We are all proud of our Association and the positive impact it has in Irish and overseas communities. It delivers tremendous satisfaction to all of us whether we are playing our games or supporting our activities as volunteers.

We all have a responsibility to continue to build on the contributions and energy of our members over the last 125 years. This Plan is a framework that allows us to deliver continued success for the Association over the next seven years and to deliver the potential for the generations to come.

I wish to thank you in anticipation of your help in the successful execution of this plan. It is not a plan for the Uachtarán or for the Ard Stiúrthóir, it is for each member and indeed future members, of the Association. You will all have the opportunity to play your part in developing an Association that will deliver on our expectations and dreams for the future.

**Criostóir Ó Cuana**  
Uachtarán Tofa

# Methodology

The brief for the strategic planning process was clear. The Association wanted a plan that would be developed by its members and would allow it to grow over the next seven years.

The plan would:

- be constructed around the values and traditions of the Association;
- be volunteer-led;
- be managed with excellence;
- maximise participation in each unit;
- maximise participation in the communities the Association serves; and
- provide a roadmap for the Association for the future.

The GAA is a key part of Irish society. Increasingly, it is becoming a global sporting organisation that provides enjoyment and entertainment to people at home in Ireland and overseas. The plan will build on the strengths and successes of the organisation.

The planning team identified the immediate and potential challenges that the organisation would face. When completed the plan would be clear, practical and ready to put in place. The plan should be for everyone – most importantly the clubs, players and members – and have clear objectives for clubs, Counties, Provinces and full-time staff throughout the Association.

A unique process for developing the strategic plan was designed. It combined the depth of experience within the GAA with best practice methodologies from around the world. In consultation with the GAA Organisation and Planning Committee, and O'Kelly Sutton, strategic planning consultants, the process was designed to suit the unique needs of the Association.

A steering group representing a cross section of the Association acted as an advisory team to the process and added value, inputs and encouragement throughout the project. The group comprised:

1. Nioclás Ó Braonáin
2. Páraic Ó Dufaigh
3. Criostóir Ó Cuana
4. Conchúir Ó hÓgáin
5. Brian Ó Donnacháin
6. Ciárán Ó Lidí
7. Pádraig Ó Dálaigh
8. Feargal Mac Giolla
9. Tomás Ó Riain
10. Diarmuid de Paor
11. Seaghan Ó Flannagáin
12. Riain Ó Fiannaí
13. Tadgh de Flóid
14. Seán Ó Tóibín

The process began with listening to members of clubs from every County. In February 2008, a Club Forum was held at Croke Park in which more than 300 volunteer members took part.

The forum, in workshop format, included members from the following areas:

- Rural clubs;
- Urban clubs;
- Under 25s;
- Provincial Councils;
- Primary schools;
- Second-level schools;
- County boards;
- Third-level education groups;
- Handball;
- Rounders;

- Ladies' Football;
- Camogie;
- Bórd na nÓg;
- Coaches; and
- Scór.

More than 30% of those taking part were female. Some were members of the Association for only a short time, whilst others had more than 50 years' involvement in the GAA.

There were players and former players, coaches, teachers, students and many were at their first national GAA meeting.

Working in small groups, the teams shared stories of their experiences of the GAA in every aspect of their lives, on and off the field. Through this listening process the forum developed a deeper understanding of what was important for people and what the GAA was really about.

The forum also asked people to describe the ideal GAA club of the future. As part of this exercise, those taking part contacted people from around Ireland and in more than 20 countries worldwide to ask them what they would like to see in their ideal club. All the ideas and dreams and aspirations were recorded, and included later in the thinking and planning process.

Additional meetings were held in each Province where the team gathered the views and aspirations of club, County and Provincial officers. This brought a wealth of further insights into the needs of clubs, Counties and Provinces and their definitions of success at each level.

Workshops, meetings and interviews were held with a wide range of groups and individuals representing members and non-members. These included:

- volunteer administrators;
- players;
- non-traditional GAA communities;
- club, County, school and college coaches;
- team managers;
- referees;

- GAA staff;
- newcomer groups from more than 20 countries;
- schools; and
- media.

The consultation process included discussions with local authorities and Government departments in both jurisdictions on the island, Government Ministers, sponsors and other national sports and cultural organisations.

As the work proceeded, common themes began to emerge. The output from the workshops included specific details on how the members and officers believed the performance of the GAA should be measured in future.



In the planning and design phase, a group of 40 people took part in a two-day workshop. This strategic planning team comprised people from every Province and included members, national and Provincial officers, full-time officials and volunteers. They had a broad range of experience from many walks of life.

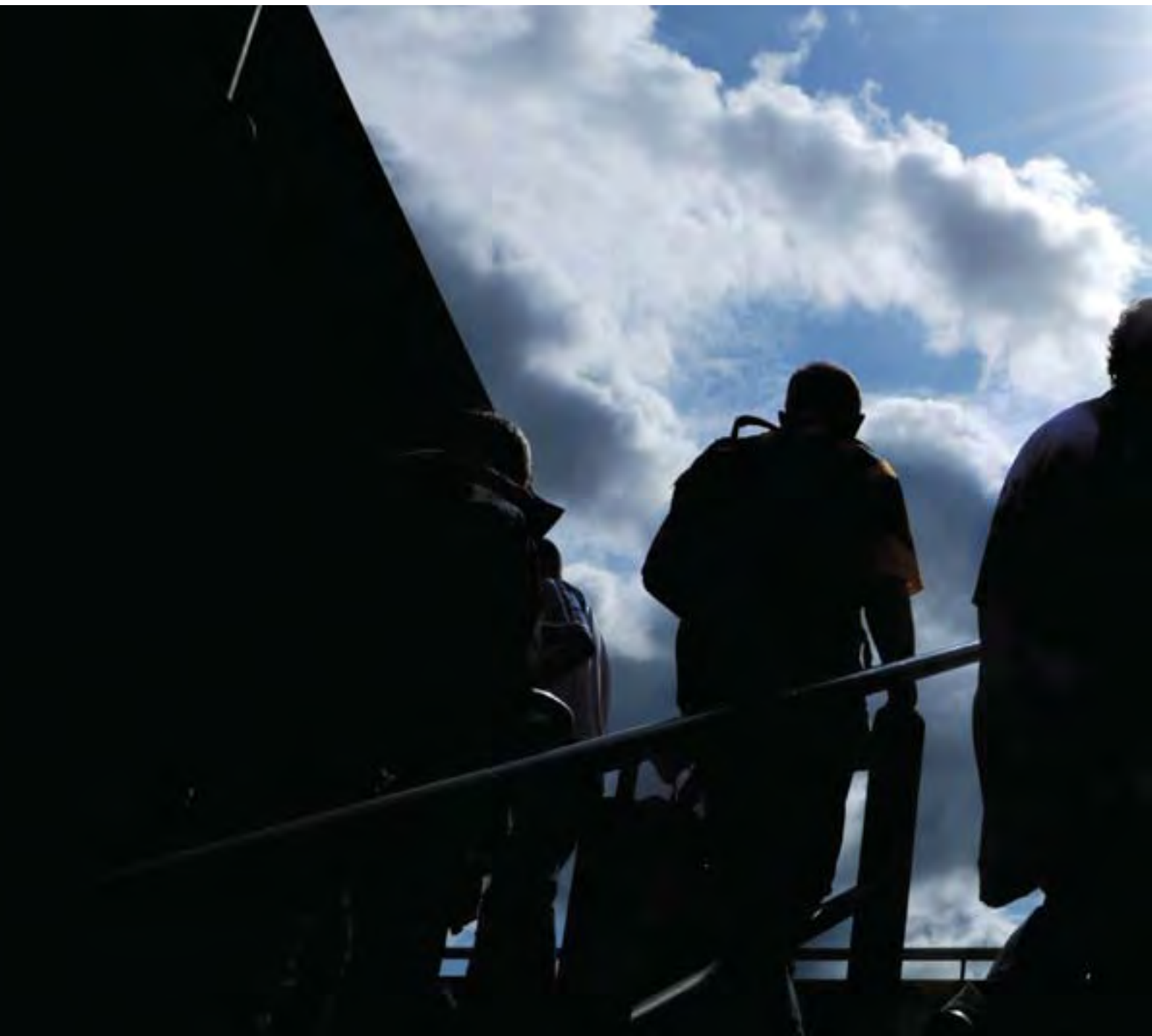
Those taking part invested substantial time in understanding the outputs from the meetings and workshops, including every word from the Club Forum.

The group also had the benefit of the excellent research work completed by the Brand Union (international branding specialists) who recently developed the new GAA branding programme.

Within this workshop environment the group developed a vision for the GAA of the future. From this they identified key themes that could significantly improve the day-to-day performance of the GAA at all levels and deliver on the strategic goals.

A number of people from the workshop were chosen to lead small expert groups to build the strategic themes. These groups comprised additional volunteers who were invited to join the process and bring a broader experience and knowledge to the project. These volunteers were recruited on the basis of their expertise and experience in specific areas.

The expert groups focused on delivering challenging outcomes for the Association. Each team focused



on outcomes that were measurable, accountable and had clear milestones. The role of clubs, Counties and Provinces were clear; the resources required for success were understood. Eleven themes emerged as the focus areas for the plan; these are outlined in detail in this document. They will be reviewed annually against the targets defined and will be refined and developed. Other areas will emerge and be included as the planning process evolves.

Several committees in the GAA already have excellent project plans under way. The strategic plan is designed to include those projects. A list of some of these project plans and initiatives is outlined in the appendix.

A key outcome from the process is that the GAA has decided to keep on using this strategic planning methodology in its future planning.

The methodology is simple. It is based on consulting the membership at all levels and enabling them to develop the plans of the Association for the future.

The strategic planning process captured the experiences, views, ideas and dreams of more than 8,000 members and key audiences.

**The people who are the GAA developed this strategic plan.**





# Mission, Vision, Values

The GAA's values are the heart and soul of our Association. In every club around the world they are what binds us, what makes us unique and what attracts more and more players, members, volunteers and supporters.

We need all our members and key audiences to fully understand our values. We will use them to guide our planning and decision making and behaviours. They will guide us in how we interact with one another and with the GAA's diverse set of stakeholders.

The GAA's core values and leadership principles have been handed down over the last 125 years and are expressed clearly for today's world. They guide the attitudes and behaviours we display to one another as members, players at all levels, officers, full time staff and key audiences.

By living in accordance with these values, the GAA will continue to grow a culture that is unique. This dynamic culture brings wonderful satisfaction to all involved. It draws people to us and enables us to bring life, energy and identity to the communities we serve.

## Mission

**“The GAA is a community based volunteer organisation promoting Gaelic games, culture and lifelong participation.”**

The GAA is a volunteer organisation. We develop and promote Gaelic games at the core of Irish identity and culture.

We are dedicated to ensuring that our family of games, and the values we live, enrich the lives of our members, families and the communities we serve.

We are committed to active lifelong participation for all and to providing the best facilities.

We reach out to and include all members of our society. We promote individual development and well-being and strive to enable all our members achieve their full potential in their chosen roles.

## Vision

**Our vision is that everybody has the opportunity to be welcomed to take part in our games and culture, to participate fully, to grow and develop and to be inspired to keep a lifelong engagement with our Association.**

## Values

VALUE	What this means
<b>Community Identity</b>	<ul style="list-style-type: none"> <li>Community is at the heart of our Association. Everything we do helps to enrich the communities we serve</li> <li>We foster a clear sense of identity and place</li> </ul>
<b>Amateur Status</b>	<ul style="list-style-type: none"> <li>We are a volunteer led organisation</li> <li>All our members play and engage in our games as amateurs</li> <li>We provide a games programme at all levels to meet the needs of all our players</li> </ul>
<b>Inclusiveness</b>	<ul style="list-style-type: none"> <li>We welcome everybody to be part of our Association</li> <li>We are anti sectarian</li> <li>We are anti racist</li> </ul>
<b>Respect</b>	<ul style="list-style-type: none"> <li>We respect each other on and off the playing fields</li> <li>We operate with integrity at all levels</li> <li>We listen and respect the views of all</li> </ul>
<b>Player Welfare</b>	<ul style="list-style-type: none"> <li>We provide the best playing experience for all our players.</li> <li>We structure our games to allow players of all abilities reach their potential</li> </ul>
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>Effective teamwork on and off the field is the cornerstone of our Association</li> <li>Ní neart go cur le chéile (There is no strength without working together)</li> </ul>

# Enhancing Our Players' Experience

During the development of this plan, a key objective has been the enhancement of the experience of all our players within the Association.

The needs of our players change over time. The Association provides for the child who participates in the local club and school for the first time and at each stage thereafter provides opportunities for players to reach their full potential. Later, many players move into team mentoring, administration, refereeing, coaching or take some other volunteer role in the Association.

The initiatives contained in the plan that will enhance the playing experience include:

**Player Welfare** – The Association is committed to continue to develop and expand support for all our players through:

- Support for injured players through the Player Injury Scheme;
- Educational programmes on nutrition and injury prevention;
- Health and wellbeing initiatives with third level institutions; and
- Maintaining website resource on player welfare matters.

These initiatives are outlined in particular in the Volunteer section of the plan.

**Research** – Through the Medical, Scientific and Welfare Committee, the Association will learn from the latest research and develop best practice. Areas of focus will include:

- Injury prevention and recovery programmes;
- Best practice for training and team preparation for players, coaches and mentors; and
- Health and Welfare research.

A GAA research group will be set up to support and initiate research on games development and other topics. This initiative is outlined in the Games Development section.

**Games Schedule** – The area of games scheduling and fixtures management is a key priority for the Association. Our aim is to provide all our players with an appropriate programme and schedule of games. A specific section is devoted to this objective in the plan, under the Games Schedule section.

**Facilities and Infrastructure** – We have a strong record in providing the best facilities for all our players and members. The commitment contained in the Planning section commits to the delivery of centres of excellence around the country. These centres will provide “Best in Class” facilities for our players at all levels.

**Coaching Standards** – The Association will continue to develop the competencies and techniques of our coaches at all levels in the Association. A comprehensive plan will see coaches at club, school and County levels certified to international standards over the duration of the plan. This is outlined in the Games Development section of the plan.

**Code of Best Practice** – All our players, members, supporters and officials deserve to be treated with respect. The Association will introduce a Code of Best Practice that will ensure that transparent standards of behaviours are in place in each unit within the Association. As part of the process we will develop best practice standards for child protection, anti sectarianism and anti racism that will provide a safe and welcoming environment for all our players. These initiatives are outlined in the Inclusion and Integration Section and the Games Development sections of the plan.

**Communicating with our Players** – The GAA is fully committed to enhancing the experiences of all our members and we will continue to develop appropriate consultative processes with players at all levels to ensure that their views are reflected in the development of Association policy.



# Milestones

## 2009

Area	Milestone
<b>Volunteers</b>	<p>Volunteer commitment scheme developed and piloted.</p> <p>Club volunteer recruitment toolkit developed and in place.</p> <p>New recognition programme in place for volunteers.</p> <p>Player welfare plan updated.</p>
<b>Urbanisation</b>	<p>National urbanisation committee and steering groups in place.</p> <p>Urban action plans in place.</p> <p>Participation baseline figures established.</p>
<b>Games Schedule</b>	<p>Fixture planner appointed and trained in each County to plan fixtures over a three-year period.</p> <p>Fixtures plan in place for 2010.</p> <p>National referees plan launched.</p>
<b>Games Development</b>	<p>Go Games adopted as best practice in clubs and schools.</p> <p>New code of Best Practice for Youth Sport.</p> <p>Second level schools plan launched.</p>
<b>Communications</b>	<p>Communications plan launched.</p> <p>Communications calendar in place at all levels.</p> <p>Launch of intranet.</p> <p>Relaunch of <a href="http://www.gaa.ie">www.gaa.ie</a>.</p>
<b>Funding Opportunities</b>	<p>Project Manager nominated</p> <p>Standard templates in place for Counties and Clubs.</p> <p>National three-year rolling commercial plan in place.</p>
<b>Financial Excellence</b>	<p>Merit-based funding in place for games development in two Provinces.</p>
<b>Inclusion and Integration</b>	<p>National Inclusion Officer appointed.</p> <p>Inclusion strategy launched.</p> <p>Welcome pack in place in clubs and schools.</p>
<b>Club, Culture and Community</b>	<p>Review completed of Scór.</p> <p>125th Anniversary culture night held in clubs across the country.</p> <p>Club-crest initiative in place.</p>
<b>Planning</b>	<p>Each Province has five-year strategy in place.</p> <p>National infrastructure framework launched.</p> <p>Planning pilot completed in six clubs per Province.</p> <p>Amateur status group in place.</p>
<b>Officer Support</b>	<p>Intranet information service in place for officers.</p> <p>Service level agreement in Croke Park to the Counties and Provinces published.</p>

## 2011

Volunteer commitment scheme in place in 50% of clubs.  
Online membership system in place in all clubs.

Urban development programmes in place in each of the areas supported by County, Provincial and national structures.  
National roll out of 'Club Maith' accreditation programme.

All Counties reach 80% fixtures compliance.  
Annual measures in place on how well Counties comply with fixtures plan.

Underage group established under the leadership of coaching and games in each Province.

Global communication plan launched.  
Online communication surveys through GAA website in place at club levels.

Provincial attendances increase by 10% cumulatively since 2008.  
Membership database in place for all clubs.

All Counties comply 100% with audit, reporting and budgetary processes.  
Up to 84% of funds are redistributed to the Provinces, Counties and Clubs.

Communications strategy to attract newcomers into the GAA in place.  
'Have-a-go' day initiatives in each County in place.

Residential summer GAA camps "trí Ghaeilge" established.  
Club crests in place in clubs.

County plan in place in each County.  
500 clubs have five-year plan in place.  
Plans in place in each overseas unit.

Frequently asked questions (FAQs) available for all officers on the intranet.

## 2015

Annual Volunteer Forum in place.  
Volunteer commitment scheme in place in all clubs.

Centres of Excellence in place in each targeted urban area.  
'Club Maith' accreditation in place in 100% of clubs in designated urban areas.

Three-year fixture plan cycle starts again.  
Funding is linked to how well Counties adhere to fixtures schedule.

Clubs, schools and Counties achieve coaching targets.

Global communications effectiveness audit in place.  
Annual online communications audit in place.

Loyalty card generating revenue for units.  
Attendance revenues increased by 5% annually.

All Counties have a five-year rolling financial plan as part of the County planning process.  
Up to 88% of funds redistributed to Provinces, Counties and Clubs.

All coaches have completed training in inclusion and diversity.  
'Have-a-go' day in place at 30% of clubs.

Consistent road signage in place at 100% of clubs.  
GAA aural history project completed.

Strategic plan in place for each unit of the Association.  
Planning culture embedded in the Association.

Officers give Croke Park support network satisfaction rating of more than 75%.

# Volunteers

**Our aim:** We will continue to value and encourage our volunteers

*In 2016 we will be able to say:*

“Our amateur ethos continues to be at the heart of our Association. We have attracted talented volunteers at all levels within the Association and we recognise how important it is to encourage and support them. Their work keeps the GAA at the centre of the community. Our training programmes attract and retain volunteers by providing a clear education path that allows them to progress according to their ability. We have trained all volunteers and helped them to develop their skills.”

## Key project: Annual Volunteers’ Forum

We will invite volunteers from club units all over the country to an Annual Volunteers’ Forum that will focus on how important their work is to the Association. This forum will discuss:

- what resources volunteers need to maximise their contribution;
- best practice on recruiting, retaining and educating volunteers;
- how to develop our skills; and
- tools to celebrate excellence.

Volunteers will also communicate with the leadership team on:

- the progress of the Association;
- areas for further development in the Association; and
- their ideas to improve the impact volunteers make in the Association.

### Related projects

#### New volunteer recognition programme

We will develop a new national volunteer recognition programme

to celebrate the contribution of our volunteer heroes in the Association.

#### Player welfare

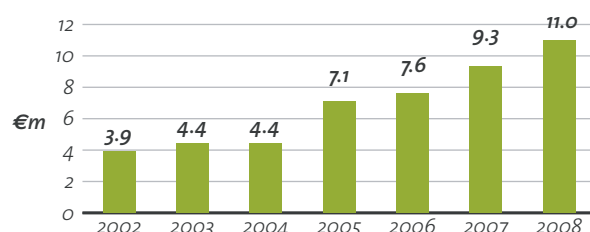
The Association will continue to take the lead in the area of player welfare by working with players at club and inter-County levels in the Association to address their changing needs over the seven years of the Plan. This will include areas such as:

- support for injured players.
- health and wellbeing initiatives;
- education programmes; and
- Player website resource.

## How volunteer plan will be put in place around the country

Timelines	Club	County
<b>Immediately</b>	<b>Pilot online membership system:</b> Pilot test online membership system. Survey satisfaction in clubs.	
<b>2009</b>	<b>Online membership system:</b> Online membership system is in operation for 50% of clubs by end of 2009. <b>‘Recruitment Toolkit’:</b> Pilot test club ‘Volunteer recruitment toolkit’. <b>Volunteer commitment scheme:</b> Pilot test one-year volunteer commitment scheme in 10 clubs.	<b>Pilot workshop:</b> Hold pilot workshop: ‘Attracting and retaining the best’. <b>Forum:</b> Feedback process for National Volunteer Forum is in place at County level. <b>Officer training:</b> County officer training programme is in place.
<b>2011</b>	<b>Online membership system:</b> Online membership system is in place in all clubs. <b>Officer training:</b> Club officer-training plan in place for all roles. <b>Volunteer commitment:</b> One-year volunteer commitment in place in 50% of clubs.	<b>Officer training:</b> Officer training ongoing. <b>Volunteer commitment:</b> All Counties have a promotion package in place for one-year volunteer commitment scheme.
<b>2015</b>	<b>Volunteer commitment:</b> One-year volunteer commitment scheme is in place in all clubs. <b>Membership satisfaction:</b> Launch annual membership satisfaction survey.	<b>Officer training:</b> County officer training ongoing.

**Spend on supporting Games Development in schools/ clubs/Counties 2002-2008**





**Dedicated workshop**

Each County will hold a volunteers’ workshop: ‘Attracting and retaining the best’. The workshops will give club officers access to best practice.

**Education modules**

We will continue to develop and introduce education modules for each discipline that volunteers cover in the Association.

**One-year volunteer commitment scheme**

We will develop a one-year volunteer commitment scheme. In this agreement,

former players can commit to volunteering for at least one-year in recognition of the satisfaction they enjoyed by playing with the club. This is open to all other club members.

**Online membership system**

We will set up our online club membership system that will allow all our units to register players, members and officers

**Volunteer recruitment ‘toolkit’**

We will develop a club ‘Recruitment toolkit’ that will help to promote club roles and attract the most suitable candidates.

**Review officer structure**

We will review the club officer structure to:

- find out if the current structures are suitable to meet the changing needs of the club;
- make sure that no-one is overwhelmed by their role; and
- reduce the chance of one role duplicating another.

Provincial	National
<p><b>Best practice:</b> Promote best practice.</p>	<p><b>Volunteer Forum:</b> Establish Annual Volunteer Forum.</p>
<p><b>Forum:</b> Feedback process for National Volunteer Forum in place at Provincial level.  <b>Officer training:</b> Provincial officer training is in place.</p>	<p><b>Player welfare:</b> Develop and update support plans for players at all levels  <b>Volunteer Forum:</b> First national Annual Volunteer Forum completed.  <b>Recruitment Toolkit:</b> Volunteer recruitment toolkit developed.  <b>Officer training:</b> Annual County officer training is in place.  <b>Volunteer commitment scheme:</b> One-year volunteer commitment scheme developed.  <b>Volunteer Recognition:</b> New volunteer recognition programme in place.  <b>Officer roles:</b> Review roles and responsibilities of club officers.</p>
<p><b>Volunteer committees:</b> Review volunteer committee structure at Provincial level.  <b>Officer training:</b> All officers have completed training modules.</p>	<p><b>Officer training:</b> Officer training updated following feedback.  <b>Volunteer Forum:</b> Annual Volunteer Forum is established on national and Provincial GAA calendars.  <b>Volunteer roles:</b> Review volunteers’ roles and responsibilities at club level.</p>
<p><b>Bi-annual forum:</b> Bi-annual Provincial Volunteer Forum in place.  <b>Officer training:</b> Provincial officer training ongoing.</p>	<p><b>Volunteer Forum:</b> Annual Volunteer Forum in place at national level. Review of volunteer plan.</p>

Spending in supporting Games development in the schools/ Clubs/Counties over the last number of years – This supports the work of the Volunteers and full time staff engaged in coaching at all levels in the County, supporting the Club school link, training of volunteers and the development of Academy and high performance squads in each County.

# Urbanisation

## Our aim: Increase number of active players and volunteers

*By 2016 we will be able to say:*

“We have increased the numbers of players and volunteers active in clubs and schools in urban areas by 20% over the period of the plan. We have done this by putting in place initiatives that promote the club as the centre of the community. A dedicated national committee is responsible for achieving the targeted results in each area.”

## Key project: National Urban Development Plan

We will set up a national committee to develop and put in place a National Urban Development Plan.

### Steering groups

We will set up accountable Provincial and County steering groups to oversee the implementation of the plan.

### Four urban groups

We will launch urban development initiatives within four specific groups:

- Group 1, population of more than 100,000 – ‘Major urban development project area’;
- Group 2, population of more than 50,000 – ‘High priority development project area’;
- Group 3, population of more than 30,000 – ‘Priority development area’; and
- Group 4, population of less than 30,000 – ‘Urban development project area’.

### Related projects

**Volunteer training:** We will develop a specific training programme for volunteers who will oversee the urban development project in each area.

**GAA identity:** We will develop a specific GAA identity for each urban area to promote the idea of ‘place’.

**Club boundaries:** We will develop guidelines to establish clear club boundaries in each urban development

## How urban services will be developed around the country

Timelines	Club	County
Immediately		<b>Steering groups:</b> County steering groups set up to put Urban Development Plan in place.
2009	<b>Local initiatives:</b> Local initiatives in place to increase numbers taking part in selected areas.	<b>Rural depopulation:</b> Counties to review rules and bye-laws on club and competition structures.
2011	<b>New members:</b> Initiatives in place in each urban club to attract and retain new members – both volunteers and players. <b>Club Maith:</b> Sample clubs certified to Club Maith levels.	<b>County plan:</b> County plans to contain a dedicated section on urban development/rural areas. <b>Club Maith:</b> Club Maith accredited clubs in place in each County.
2015	<b>Best practice:</b> Best practice in place to address the urban challenge.	<b>Centres of Excellence:</b> Centres of Excellence established. <b>Club Maith:</b> Club Maith in all urban clubs in the County.

### Area of excellence

In 2002, The Ulster Council of the GAA and the Derry County Committee embarked on an ambitious project to develop Gaelic games in the Derry City urban area, supported by Derry City Council. This project has focused on a regeneration of six existing clubs in the urban City area as well as assisting the three rural based clubs in the City Council area. The project has centred on the development of modern playing facilities and new coaching programmes in clubs and schools. The results of this urban area development initiative are very encouraging.

Year	no of pitches	coaching in schools	summer camp attendees
2002	1	3	0
2007	5	35	700
2012	9	50	1000



area. In certain rural areas, we will adapt our structures to address the difficulties associated with a reduction of the population.

**Centres of Excellence:** We will develop GAA Centres of Excellence in priority urban areas.

**Recreational games:** We will roll out the GAA recreational games and promote them to all age groups.

**Development squad:** We will set up development squads in targeted areas.

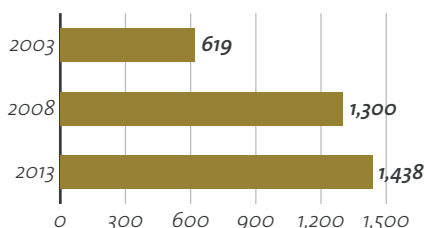
**Club structures:** We will review club structures with County committees to change appropriate bye-laws so that they deliver a flexible club structure.

**Community day:** We will organise an annual ‘youth-family-community day’ at the main ground in each urban area.

**Government agencies:** We will work with Government agencies in conjunction with the ‘Rapid Programme’ and neighbourhood renewal programmes to develop the best approach for each unique opportunity in an urban area.

Provincial	National
<b>Steering groups:</b> Provincial steering groups set up to put Urban Development Plan in place.	<b>Steering groups:</b> National steering groups set up to put Urban Development Plan in place.
<b>Pilot projects:</b> Sample urban development projects in place.	<b>Projects under way:</b> Six group 1 urban development projects defined and resources in place. Group 2, 3 and 4 pilot urban development projects defined and resources in place. <b>‘Club Maith’:</b> Review ‘Club Maith’ accreditation programme. <b>GAA participation:</b> Baseline figures of those taking part in GAA in each urban area established.
<b>Programmes in place:</b> Urban development projects active in all urban areas in the Province. <b>Best practice:</b> Dedicated team in place in the Province to oversee targets and replicate best practice.	<b>Programmes in place:</b> Urban development programmes active in each of the identified urban areas. Numbers taking part in these areas increases by 10%. <b>Best practice:</b> Best practice in managing the urban opportunity agreed. <b>Club Maith:</b> National roll out of ‘Club Maith’ programme.
<b>Centre of excellence:</b> Centre of excellence in each urban area in the Province established. <b>Focus areas:</b> New series of urban focus areas identified as a result of changing demographics.	<b>Centres of Excellence:</b> Centres of Excellence in each urban area established. <b>Club Maith:</b> Club Maith accreditation in place for 100% of clubs in designated urban areas. <b>Recreational games:</b> Recreational games in place in each urban area. <b>Participation rate:</b> Numbers taking part in targeted urban areas has increased by 20%.

**Dublin – Targeted Growth in the Number of Teams in Dublin Ages 8-16 between 2003-2013**



The Dublin County Board in conjunction with clubs and its Games Development personnel have a detailed targeted plan for each age group in the capital. This will see greater numbers participating at each age group in the County – This is the target for the growth of the number of teams in the 8 to 16 age group.

# Games Schedule

## Our aim: High quality fixtures planning

*In 2016 we will be able to say:*

“All units at all levels provide a coordinated programme of meaningful games for players, appropriate to their needs and abilities. All games are regulated so that players experience fair play and can take part in well-planned and scheduled games as part of a balanced lifestyle. We have in place a locally effective and efficient, nationally co-ordinated, fixtures planning system.”

## Key project: Fixtures planning

**Committee:** we will appoint a National Fixtures Planning Committee (NFPC).

**Three-year plan:** We will put in place a three-year rolling National Fixtures Plan.

**Fixtures planners:** We will recruit and train volunteer fixtures planners at all

levels of the Association. They will plan and monitor fixtures plans in all units.

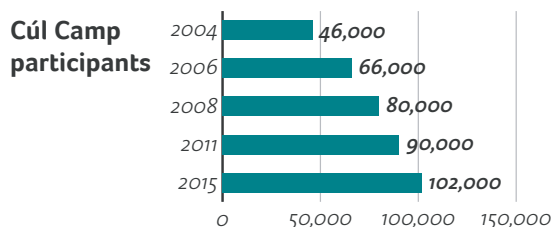
**Schools:** We will work with groups within primary, second-level and third-level educational areas to ensure their fixtures programmes are

balanced with the programmes of other GAA units.

**Referees:** We will develop a national plan to facilitate the recruitment, training and ongoing assessment of referees for all levels within the Association.

## How our fixtures process will work around the country

Timelines	Club	County	Provincial
Immediately			
2009	<b>Fixtures reporting</b> Fixtures reporting process in place. <b>Satisfaction</b> Assess satisfaction levels on fixtures with players, coaches and mentors.	<b>Fixtures planning</b> County fixtures planning committees appointed. <b>Education</b> Fixtures planning education and training programme in place. <b>Future planning</b> Each County has a fixtures plan in place for 2010.	<b>Fixtures planning</b> Provincial fixtures planning committees appointed. <b>Education</b> Fixtures planning education programme in place. <b>Future planning</b> Each Province has a fixtures plan in place for 2010.
2011	<b>Fixtures reporting</b> Fixtures reporting process in place <b>Feedback</b> Cross section of personnel surveyed to determine the satisfaction with programmes. Satisfaction ratings reviewed and targets set for improvement.	<b>Annual review</b> Annual reporting, review and planning process in place in all Counties. <b>Compliance</b> Counties to achieve at least 80% compliance with fixtures plan. <b>Referees' plan</b> National referees' plan integrated with County plans.	<b>Annual review</b> Annual reporting, review and planning process in place. <b>Referees' plan</b> National referees' plan integrated in the Provincial Plan.
2015	<b>Club role</b> Clubs continue to contribute to fixtures planning process.	<b>Assessment</b> Adherence to fixtures plan included in merit-based funding model.	



Since the 1980s boys and girls have enjoyed playing Gaelic games in summer camps throughout the country. Building on the enormous success of these local initiatives, the GAA has taken the concept one step further with the creation of Cúl Camps. A nationally co-

ordinated programme, Cúl Camps encourage children to learn and develop sporting and life-skills by participating in Gaelic games, in a fun, non-competitive environment. In 2008, over 80,000 children participated in these camps across the country.



**Inter-County:** We will provide a structured games programme at inter-County level so that club fixtures can take place within the agreed calendar.

**Report for Congress:** We will produce a national fixtures report for Annual Congress. It will include fixtures

reports from the 32 Counties and the four Provinces.

**Track success:** Each unit will build a reporting, monitoring and planning system. It will:

- track the success of the fixtures plan;

- compare performance against agreed national standards; and
- put in place clear plans to continuously raise standards.

**Measure satisfaction:** We will measure how satisfied players, coaches and mentors are with fixtures scheduling.

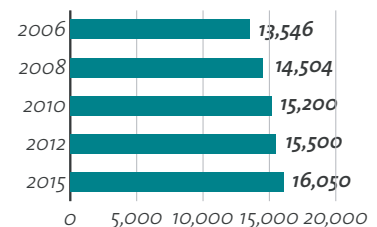
<b>National</b>	
<b>National Fixtures Planning Committee</b> National Fixtures Planning Committee (NFPC) in place.	
<p><b>Three-year programme</b> NFPC develops proposals for national fixtures programme for three years: 2010-2012.</p> <p><b>Planners appointed</b> Two fixtures planners appointed in every County and Province.</p> <p><b>Fixtures monitored</b> NFPC monitors 2009 fixtures at all levels to draw up compliance targets for future years.</p>	<p><b>Education</b> Fixtures planning education programme developed.</p> <p><b>Schools</b> Fixtures programme review complete.</p> <p><b>Referees</b> National referees' plan launched.</p> <p><b>Baseline</b> Baseline criteria in place for evaluation of fixtures by mentors, coaches and players.</p>
<p><b>Annual review</b> Annual reporting, review and planning process in place for all levels.</p> <p><b>Goals</b> Standards set for:</p> <ul style="list-style-type: none"> <li>• minimum number of games per team;</li> <li>• ratio of training to games; and</li> <li>• maximum number of games per period.</li> </ul>	<p><b>Education</b> Rolling training for fixtures planners in place.</p> <p><b>Feedback</b> Cross-section of personnel surveyed to determine their satisfaction with programmes. Satisfaction ratings reviewed and targets set for improvement.</p>
<b>Three-year plan</b> Three-year fixtures planning cycle starts again.	

Irrespective of sporting skills or ability, at Cúl Camps children are encouraged to:

- Develop their sporting skills through participation in Gaelic games
- Learn new ideas and meet new people

- Develop a keen sense of fair-play and personal achievement
- Stay active and healthy
- Have fun

**No. of youth teams 2006-2015**



# Games Development

## Our aim: Games for everybody

*In 2016 we will be able to say:*

“Every player in the country has the opportunity to play meaningful games in an informal, safe and enjoyable environment.”

## Key project: Enhancing and integrating games activities for the benefit of all participants

### Focus on participation in clubs and schools

Modified small-sided games, known as ‘Go Games’, will be adopted as best practice up to and including 12 years of age. This will mean that all children under 12 will get meaningful playing time to develop the skills of our games in a challenging and fun environment.

### Harmonise games development

We will harmonise games development

and fixtures up to and including minor level to ensure a more balanced games programme.

### Player Pathway

We will develop a players’ and games pathway from child to adult. It will promote full participation and encourage players to take part in the long term. We will design it so that it provides an appropriate games programme for players at all levels.

### Code of Best Practice

We will put in place the GAA’s Code of Best Practice for Youth Sport, incorporating a code of conduct that shows respect for fellow players, mentors and match officials. Best practice will also be developed in the recruitment and selection of those working with our underage players. This will comply with the appropriate legislation requirements and guidelines in jurisdictions in which we operate.

## How games will be developed around the country

Timelines	Club	County
Immediately		
2009	<p><b>Coaching:</b> Introductory Award coach in place for each underage team in each club and school. Plan to achieve coaching targets established.</p> <p><b>Respect Initiative:</b> In place up to under 12’s.</p>	<p><b>Underage games:</b> Representative group established to oversee underage games programme under the leadership of County Games Development Committee.</p>
2011	<p><b>Coaching Targets:</b> Clubs and schools have achieved their targets on Award 1 coaches.</p> <p><b>Go Games:</b> ‘Go Games’ model in place in each club and school.</p>	<p><b>Respect initiative:</b> In place up to under 14.</p> <p><b>Code of Best Practice for Youth Sport:</b> In place in all units</p>
2015	<p><b>Coaching Targets:</b> Clubs and schools have achieved targets on level 1, 2 and 3 coaches.</p> <p><b>Respect Initiative:</b> Respect Initiative in place at all age levels in each club and school.</p>	<p><b>Under 13 to minor:</b> Developmental model (Supertouch 7s, 9s, 11s) of youth games in place in each club and school.</p>

## Implementing the coach education programme. How coaching standards will

Year	Children (aged under 12)	Youths Age (aged 13-18)
2010	‘Award 1’ coach: one per team.	‘Award 1’ coach: one per team.
2011	‘Award 1’ coach: two per team	‘Award 1’ coach: two per team.
2012	All coaches to have achieved ‘Award 1’ level. Each club/school to have one ‘Award 2’ coach.	All coaches to have achieved ‘Award 1’ level. Each club/school to have one ‘Award 2’ coach.
2015	Each club/school to have two ‘Award 2’ coaches. Each club/school to have one ‘Award 3’ coach.	Each club/school to have two ‘Award 2’ coaches. Each club/school to have one ‘Award 3’ coach.



**Respect Initiative**

We will introduce a detailed initiative to promote respect and discipline for players towards match officials and each other.

**Qualified coaches**

We will put in place a programme that makes sure every player is coached by a person qualified to the appropriate level.

**Research group**

We will set up a GAA research group to support and initiate research on games development and other topics. This will make sure that we continue to deliver ‘best-in-class’ educational programmes to our volunteers.

**Second Level Schools**

The Association will develop a comprehensive plan to assist the

further development of Gaelic games in second level schools and colleges.

**Recreational Games**

We will develop and implement a programme of recreational games for youth and adult players.

Provincial	National
	<p><b>Code of Best Practice for Youth Sport:</b> Code of Best Practice for Youth Sport launched.</p> <p><b>Group Research:</b> GAA research group established. Will be responsible for promoting and supporting research on games development and other topics.</p>
<p><b>Respect Initiative:</b> Piloted at under 12 level</p> <p><b>Code of Best Practice for Youth Sport:</b> Provincial training teams established in each Province.</p>	<p><b>Underage strategy:</b> Plan in place to implement underage development strategy (GNP).</p> <p><b>Code of Best Practice for Youth Sport:</b> Tutors trained to deliver best practice to clubs.</p> <p><b>Games:</b> Go Games model adopted as best practice up to and including U-12 years of age.</p> <p><b>Launch of second level plan:</b> Launch of a second level schools and colleges strategy</p> <p><b>Recreational Games:</b> Game formats developed and launched.</p>
<p><b>Underage games:</b> Representative group established to oversee underage games programme under the leadership of Provincial Games Development Committee.</p>	<p><b>Respect Initiative:</b> Respect Initiative is put in place for all grades up to and including under 14.</p> <p><b>Under 13 to minor:</b> Under 13 to minor games harmonised across club and school programmes to reflect developmental model.</p> <p><b>National Body:</b> Representative group established to oversee underage games programme under the leadership of the National Games Development Committee.</p>
	<p><b>Review:</b> Comprehensive review of policy and initiatives.</p> <p><b>Skills programme:</b> Introduce national skills-based assessment programme.</p> <p><b>Track participation:</b> Participation levels for entire Association fully tracked.</p> <p><b>Respect Initiative:</b> Rule changes in place so that Respect Initiative can be put in place at Adult level.</p> <p><b>Research:</b> Ongoing research findings used when developing strategic planning for games. Focused on return on investment. Research process reviewed to assess quality.</p>

**be put in place**

Adult (over 18)
‘Award 1’ coach: one per team.
‘Award 1’ coach: two per team.
All coaches to have achieved ‘Award 1’ level. Each club to have one ‘Award 2’ coach. All County coaches to have achieved ‘Award 2’. All County managers to have ‘Award 1’.
Each club to have two ‘Award 2’ coaches. Each club to have one ‘Award 3’ coach. One coach per County team to have ‘Award 3’. All County managers to have ‘Award 2’.

# Communications

## Our aim: Effective internal and external communication

*In 2016 we will be able to say:*

“We communicate effectively with our members and officers. This gives us a strong sense of common ownership, individual responsibility and a sense of pride. Communication is everyone’s responsibility. We use the latest technology to communicate quickly and efficiently with our members.”

## Key projects: Develop communications plan

### Structure

We will give members the information they need to champion Gaelic games and to encourage people to take part in the Association.

We will set up structured and effective communication at all levels by:

- supporting our volunteers and administrators through our network;
- training our spokespeople;
- understanding the communities we serve;

- being accessible and understood by all our key audiences; and
- developing excellent relationships with the media.

### Communicate well with our audience

To make sure, we communicate well with our audience we will:

- assess our communications structure;
- identify the best way to communicate at all levels;

- ask our key audiences what information they need;
- make sure we use best practice; and
- develop a communications plan.

### Give consistent message

We will try to ensure that officers representing the Association deliver consistent messages about:

- who we are;
- what our values are; and
- what our aims for the future are.

## How we will put the communications strategy in place

Timelines	Club	County	Provincial
<b>Immediate</b>			
<b>2009</b>	<p><b>PROs:</b> Training plan for PROs established.</p> <p><b>Toolkits:</b> Communication toolkits available to all clubs.</p> <p><b>Stationery:</b> Each club provided with stationery template.</p>	<p><b>PROs:</b> Training plan for PROs established.</p> <p><b>Feedback:</b> Develop programme of workshops and focus groups for ongoing feedback.</p> <p><b>Communications calendar:</b> Produce County 2010 communications calendar.</p> <p><b>Toolkits:</b> Launch communications toolkits to all County units.</p>	<p><b>PROs:</b> Training plan for PROs established.</p> <p><b>Officer training:</b> Develop training programme for effective communication for GAA officers.</p> <p><b>Communications calendar:</b> Produce Provincial 2010 communications calendar.</p>
<b>2011</b>	<p><b>Feedback:</b> Provide feedback through online surveys.</p> <p><b>Training:</b> Some 25% of clubs complete communications training workshops.</p> <p><b>Intranet:</b> Every club linked into national intranet website.</p>	<p><b>Monitoring:</b> Communications monitoring included in Provincial management and planning.</p> <p><b>PRO training:</b> Every County PRO has completed a national communications training programme.</p> <p><b>Intranet:</b> Every County linked into national intranet website.</p>	<p><b>Monitoring:</b> Communications monitoring included in Provincial management and planning.</p>
<b>2015</b>	<p><b>Audit:</b> Input into national and County online communications audit.</p> <p><b>Training:</b> All clubs have taken part in communications training workshops within previous three years.</p>	<p><b>Audit:</b> Carry out communication audit with clubs.</p>	<p><b>Websites:</b> Refresh Provincial websites.</p>



**Newsletter**

We will circulate a regular online newsletter to all clubs.

**Train PROs**

We will develop the role of existing PROs and provide training so that they are:

- fully empowered; and
- fully supported.

**GAA website**

We will relaunch the GAA website: [www.gaa.ie](http://www.gaa.ie)

**Use best practice**

When developing GAA communications we will use best practice to:

- develop toolkits that support two-way communication at all levels;
- develop a national programme of workshops and focus groups for ongoing feedback and to measure the effectiveness of our communications;
- run communications initiatives throughout each year and put them on ‘communications calendar’; and

- carry out ongoing research to find out how we can communicate with existing and new audiences more effectively.

**Branding rollout**

We will roll out our new GAA brand across the Association.

**National**

**Technology:** Identify and commission the latest technology to communicate more effectively.

**Audit:** Audit existing communication.  
**Key audiences:** Establish consultation process with key audiences. Consultation completed.  
**Communications plan:** Develop and publish GAA communications plan.  
**Intranet website:** Launch intranet website (intranet websites are available to restricted audience).  
**Relaunch internet website:** Relaunch existing internet website.

**Training:** Identify and train team of experts in effective communication.  
**Track performance:** Establish base measures and research programme to track how well we communicate.  
**Communications calendar:** Run communications initiatives throughout each year and put them on ‘National communications calendar’.  
**Toolkit:** Develop communications toolkit.

**Key audience:** Develop key audience communication strategy.  
**Research:** Review and improve communications using data from research.  
**Survey:** Set up online survey.  
**Global plan:** Launch global communication plan to include media and website opportunities worldwide.  
**Website:** [www.gaa.ie](http://www.gaa.ie) is the number one web resource for GAA community.

**Online audit:** Annual online communications audit in place. Minimum of 1,000 respondents annually assess national strategy. Evaluate effectiveness of global communications strategy.

# Funding Opportunities

**Our aim:** Work with commercial partners for benefit of members

*In 2016 we will be able to say:*

“We give all GAA units the incentive to locate, present and promote our games so that they maximise the numbers who attend all league, championship and other fixtures. While we continue to keep our voluntary and amateur values, we work with our commercial partners in a completely professional way. For the benefit of the members of the Association, we make the most of the revenue we earn from our partners. We do this while maintaining the integrity of our games and delivering value to our sponsors, third parties, Government organisations and all stakeholders.”

## Key project: Nominate project manager

We will nominate a project manager in Croke Park to handle our relationship with all Government and third-party agencies.

### Funding plan

The project manager will advise on all submissions from the national, Provincial and County units to Government and third-party agencies.

### Funding templates

The project manager will develop templates for all units. This will provide guidance on the best way to gain access to funds available from Government and third-party agencies.

### Related projects

#### Promoting attendances

We will develop a clear chain of responsibility for promoting attendances at games at Provincial, County and club levels. We will measure satisfaction levels from members and spectators and maximise the revenues for each unit.

## How we will roll out our funding opportunities across the country

Timelines	Club	County	Provincial
Immediately	<b>Best practice:</b> Review best practice for fund-raising in clubs.	<b>Attendances:</b> Identify a person within the GAA to be responsible for promoting attendances. <b>Best practice:</b> Review best practice for existing fund-raising in the Counties.	<b>Attendances:</b> Identify person within the GAA to be responsible for promoting attendances in the Province.
2009	<b>Funding templates:</b> Put funding templates in place. <b>Membership database:</b> Membership database in place in 50% of clubs. <b>Attendance:</b> Attendance promotion tool kit available to clubs. Initiatives in place to promote attendances at club level.	<b>Attendances:</b> County initiatives piloted to drive attendances at matches. <b>Funding templates:</b> Counties carry out trial of national fund-raising templates.	<b>Attendances:</b> Provincial initiatives in place to promote attendances. <b>Three-year plan:</b> Three-year rolling commercial plan for Province developed. <b>Satisfaction:</b> Provincial satisfaction index in place.
2011	<b>Membership database:</b> Membership database in place at 100% of clubs. <b>Attendance:</b> Attendance at club fixtures to increase by 10% cumulatively since 2008. <b>Membership Card:</b> Membership Card rolled out at club level.	<b>Review:</b> Review of attendance trends and marketing of games completed at County level. <b>Membership Card:</b> Membership Card rolled out at County level.	<b>Review:</b> Review of attendance trends and marketing of games completed at Provincial level. <b>Attendances:</b> Attendances in Province increased by 10% cumulatively since 2008. <b>Satisfaction:</b> Spectator satisfaction index in place in each Province. <b>Membership Card:</b> Membership Card rolled out at Provincial level.
2015	<b>Database:</b> Clubs maintain membership database.	<b>Satisfaction:</b> Spectator satisfaction index in place in each County.	<b>Satisfaction:</b> Provincial spectator satisfaction index in place.



### Funding toolkit

We will develop a 'funding toolkit' to help clubs and Counties pursue commercial partnerships and funding.

### Match attendances

We will develop a marketing strategy based on the new club membership card network that will drive attendances at matches.

### Excellence model

We will develop an excellence model for clubs that will demonstrate the best way to generate sponsorship and other commercial support.

#### National

**Nominate manager:** Nominate project manager to handle relationship with Government and other agencies.

**Funding plan:** New funding plan in place.  
**Funding templates:** Fund-raising templates and proposals in place.  
**Three-year plan:** Three-year rolling commercial plan developed.  
**Research:** Sponsorship research in place.

**Benchmark current funding:** Benchmark current Government and third-party agency funding.  
**Sponsorship revenue:** National sponsorship revenues increase by 5%.  
**Attendance revenue:** Maximise attendance revenue.

**Licensing agreement:** New GAA agreement in place for licensing trademark and logos.  
**Branding review:** GAA branding review completed.  
**Preferred supplier:** Ensure a supplier management process is in place at all levels within the Association.  
**Membership Card:** Membership Card introduced and produces a new source of income for units.

**Satisfaction:** Satisfaction index in place nationally.  
**Attendance revenue:** Attendance revenue up 5% annually.  
**Sponsorship:** Media/championship sponsorship deals in place. Sponsorship revenue increases 5% annually.

**GAA Membership Card is No. 1**  
 Membership Card established as the number one Membership card in Ireland.  
 Membership Card generates revenue for units.

**Sponsorship:** Sponsorship funding increases by 5% annually.  
**Attendance revenue:** Attendance revenue increases by 5% annually.

# Financial Excellence

## Our aim: Build on existing financial excellence

*In 2016 we will be able to say:*

“As Ireland’s foremost sporting and cultural organisation the GAA has become a byword for best-in-class financial management. We are a volunteer-led organisation and set standards that compare favourably with the top 100 companies in Ireland. The Association’s financial excellence has been at the core of our growth and success. We are continuing to develop skills, practices and structures.”

## Key project: Financial management and financial excellence

Our key project focuses on two main areas:

- financial management; and
- financial excellence.

### Governance

We make sure that all units comply with the highest accounting and financial regulatory standards. We do this by ensuring that we:

- have appropriate financial controls in each unit;
- always get value for money;
- protect our assets;
- have the appropriate resources to achieve our aims; and

- have clear lines of responsibility and accountability throughout the Association integrated with the role of the County treasurers and other officers.

### Our principles

We are a non-profit organisation and we achieve financial excellence by:

- achieving the highest standards of any voluntary organisation;
- getting the best return for our investments;
- distributing resources fairly; and
- rewarding excellence.

We have designed our finance strategy to:

- unify financial planning and management throughout the Association;
- communicate our financial information clearly and transparently;
- provide our officers with the best possible resources; and
- deliver financial best practice.

### Financial management

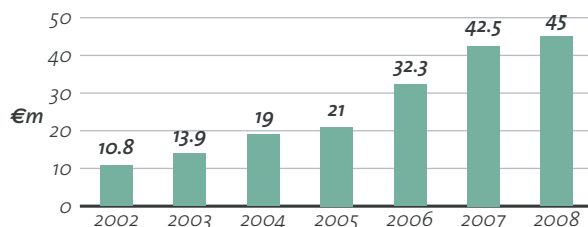
#### Training and development

We plan to underpin our national strategy with a robust network of voluntary finance officers. We will train and develop treasurers by running an

## How we will put our financial strategy in place

Timelines	Club	County
2009	<b>Induction programme:</b> Set up club treasurer development programme in conjunction with County boards.	<b>Standard formats:</b> Introduce standard technologies and procedures for County accounts. <b>Merit-based funding:</b> Pilot merit-based funding for games development in Counties in two Provinces. <b>Forum:</b> Treasurers’ forum established.
2011	<b>Integrate accounts:</b> Integrate club accounts into national accounts process. <b>Voluntary expertise:</b> Plan in place to build voluntary expertise. <b>Standard policies:</b> Put standard reporting policies in place.	<b>Treasurers:</b> Set up training and support programmes for treasurers. <b>Year ends:</b> Bring all County year-ends in line with national year-end. <b>Standard policies:</b> Standard policies and procedures in place. <b>Audit:</b> 100% compliance with audit; reporting; and budgetary processes.
2015	<b>Best practice:</b> Roll out club best-practice model.	<b>Best practice:</b> Roll out County best-practice model. <b>Financial plan:</b> All Counties have a rolling five-year financial plan.

### Monies from Croke Park paid to clubs/ Counties/Provinces



As a not-for profit organisation, financial return for the GAA is not end in itself. That is not to say that financial excellence is of secondary importance – quite the contrary. Our financial



induction process for all new and recently appointed treasurers. We will create a resource centre for trained treasurers.

**Quarterly forum**

We will hold a quarterly forum where we can:

- exchange knowledge about best practice; and
- develop skills.

**Common standards**

We will have common standards in place across the Association by:

- using standard software;
- using standard reporting systems;
- aligning audit dates and processes; and

- introducing common budgeting processes.

**Financial excellence**

**Merit-based funding**

There will be base-level funding in all areas. Funding will also be merit-based and linked to standards the unit achieves.

**Key performance indicators**

We will build key performance indicators (KPIs) at all levels. They will measure the performance of:

- units;
- strategic initiatives;
- projects; and

- all Croke Park administrative departments.

**Related projects**

**Software:** We will complete our financial planning software project.

**Strategy:** We will complete our infrastructure and investment strategy.

**Audits:** We will introduce value-for-money audits at central, Provincial and County levels.

**Property:** We will review property ownership structures.

**Five-year plans:** We will establish five-year rolling financial plans at central, Provincial and County units.

Provincial	National	County
<p><b>Standard formats:</b> Introduce standard format technologies and procedures.</p> <p><b>Merit-based funding:</b> Pilot merit-based funding for games development in two Provinces.</p> <p><b>Audit:</b> Standard audit process in place.</p>	<p><b>Software:</b> Complete financial planning software project.</p> <p><b>Budgeting:</b> Introduce zero-based budgeting.</p> <p><b>Scope:</b> Define scope for future County and Provincial accounts.</p>	<p><b>County Treasurer:</b> Review role of County treasurer.</p> <p><b>Financial network:</b> Set up a national finance community network.</p> <p><b>Revenue:</b> Revenue grows by 5%. Maximise attendance revenue. Redistribute up to 78% of central funds to units in the Association.</p>
<p><b>Audits:</b> Introduce value-for-money audits at Provincial and County units.</p> <p><b>Streamline:</b> Streamline funding relationships with Provinces and Counties.</p>	<p><b>National metrics:</b> Set up national metrics.</p> <p><b>Five-year plan:</b> Put five-year rolling financial plan in place.</p> <p><b>Strategy:</b> Complete infrastructure and investment strategy.</p> <p><b>Merit-based funding:</b> 60% of all funding allocated on merit basis.</p> <p><b>Resource centre:</b> Establish resource centre for treasurers.</p>	<p><b>Key Performance Indicators:</b> Introduce Key Performance Indicators (KPIs) in core areas.</p> <p><b>Property:</b> Review property ownership structures.</p> <p><b>Revenue:</b> Attendance revenues increase by 5% annually. Total revenues year-on-year increase by 5%.</p> <p><b>Fund distribution:</b> Redistribute up to 84% of central funds to Association units.</p> <p><b>Financial year end:</b> Align national calendar with Provinces and Counties.</p>
<p><b>Best practice:</b> Roll out Provincial best-practice model.</p>	<p><b>Benchmarking:</b> Develop internal benchmarking process to highlight best practice at Provincial County and club level. Develop external benchmarking process to assess the financial infrastructure against external models of excellence.</p>	<p><b>Fund distribution:</b> Redistribute up to 88% of central funds to Association units.</p> <p><b>Funding:</b> Available funding increased by cumulative 5% per annum. 75% of all funds allocated on a merit basis.</p>

performance is the means by which we secure the resources to pursue the Association’s aims. In 2007 Central Council generated revenues of €65m and re-invested three quarters of that sum directly within the association - in coaching, clubs,

facilities, and communities. Our financial strategy will aim to embed best financial practice throughout the organisation, and thereby deliver successively higher financial returns. We will achieve this by providing the best structures and tools to

enable our units and volunteer officers to excel, thereby underpinning the delivery of the overall strategic plan.

# Inclusion and Integration

## Our aim: Offer inclusive and welcoming environment for everyone

*In 2016 we will be able to say:*

“We have an outstanding reputation for attracting and retaining members from all sections of the community. We welcome people of all nationalities, religions, ages and abilities into our Association and we make it easy for everyone to take part. We champion equality within the Irish sporting landscape and communities overseas. We work with the GAA family to make sure that we offer an inclusive and welcoming environment for everyone. The Association represented by the Ulster Council promotes links with the Unionist members of our community.”

## Key project: Appoint dedicated inclusion and integration officer

We will employ a dedicated officer (supported by the Department of Integration) to promote best practice in the area of inclusion within our units. This officer will be shared with the other members of the GAA and Ladies' Football and Camogie.

### Role of Inclusion Officer

The Inclusion Officer will be responsible for working with each organisation in the GAA family to carry out the inclusion

strategy. The Ulster Provincial Director and Community Development Manager are responsible for engagement with the Unionist Community.

### Inclusion strategy

We will launch an inclusion strategy in conjunction with the Strategic Plan in 2009. It will outline our series of dedicated initiatives that will deliver best practice in inclusion excellence.

The Association will move from its current non sectarian policy to an anti sectarian policy. The Association is also anti racist.

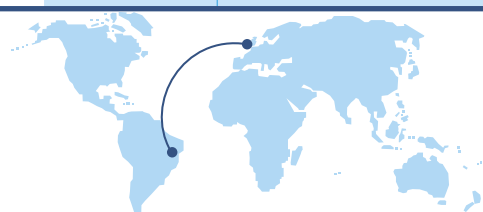
### Related projects

#### Education

We will develop an inclusion and integration education module for schools in Ireland.

## How inclusion and integration strategy will be rolled out around the country

Timelines	Club	County	Provincial
Immediately		<b>Inclusion strategy:</b> Roll-out inclusion strategy.	<b>Inclusion strategy:</b> Roll-out inclusion strategy.
2009	<b>Welcome pack:</b> Club-school welcome pack in place. <b>Glossary:</b> Introduce glossary of terms for schools and clubs. <b>Jersey:</b> Pilot test scheme where jerseys are used to create links between clubs and schools. <b>Club manuals:</b> Up-to-date club manuals reflect best practice in diversity.	<b>Training:</b> County staff team trained in the area of inclusion. <b>International days:</b> International days promoted within each County. <b>County plan:</b> County plan to include inclusion initiatives.	<b>Training:</b> Provincial staff team trained in the area of positive inclusion. <b>Provincial plan:</b> Provincial plan to include pro-inclusion initiatives. <b>Cross-community:</b> Ulster community outreach projects in place.
2011	<b>'Have-a-go' day:</b> Pilot 'Have-a-go' day in place in minimum of two clubs in each County. <b>Officer training:</b> 50% of officers have completed training.	<b>Officer training:</b> 50% of officers have completed training.	<b>Links with newcomers:</b> Develop Provincial Scór initiative to increase links with newcomer communities. <b>Officer training:</b> 50% of officers have completed training.
2015	<b>Coach training:</b> All volunteer coaches trained in the area of positive inclusion and diversity. <b>'Have-a-go' day:</b> 'Have-a-go' day in place in 30% of clubs.	<b>County personnel:</b> All officers trained in positive inclusion.	<b>Provincial personnel:</b> All Provincial personnel trained in diversity inclusion.



**Area of excellence:** Scoil Eoin in Gort, Co Galway has grown and prospered as a consequence of the arrival of a large Brazilian Community into the town. The school has a large proportion of its population composed of the children of this community.

Gaelic Games are a core component of the sporting curriculum in the school and the newcomer children have embraced the games enthusiastically. As part of their studies the Brazilian children write a report on the GAA matches they have played in using the school



**Media**

We will develop a communication strategy aimed at newcomers to Ireland.

**Camogie and Ladies' Football**

We will continue to work closely with Camogie and Ladies' Football to the mutual benefit of all games.

**Welcome pack**

We will produce a welcome pack and DVD for clubs and schools that give a basic introduction to GAA Games. This will be

translated into five of the most common languages for newcomers to Ireland.

**Update manual**

We will update the club manual in all our organisations to reflect best practice in the area of inclusion.

**New games formats**

The Inclusion Officer will work with the national coaching and games team to develop and promote new games formats. These will be attractive to people with a disability and encourage them to take part.

**Ulster**

In Ulster, the Association will establish cross-community hurling and football teams, urban focused cross-community Gaelic games camps, and continue to develop links with the Unionist community.

**Diversity training**

Diversity training will become a standard component of all coaching programmes for volunteer officers, coaching and games personnel.

National	
<p><b>Inclusion Officer:</b> Recruit Inclusion Officer.  <b>Outreach workshop:</b> Community outreach workshops in place.</p>	
<p><b>Publish strategy:</b> Inclusion strategy in place.  <b>Change rules:</b> Change the rules of the Association to reflect our anti-sectarian, pro-inclusion status.  <b>Club manuals:</b> Update club manuals to reflect best practice.  <b>Special needs:</b> Develop innovative games for special-needs groups.</p>	<p><b>Registration transfer:</b> Examine existing procedures to facilitate inclusion.  <b>Inclusion work-group in place:</b> Representative group in place to monitor implementation of best practice.  <b>Ulster Engagement:</b> Ulster Council proactively engages with Community and political groups to promote understanding and diversity.</p>
<p><b>Communication strategy:</b> Communication strategy in place to target new-comer communities and other key groups.  <b>Coach training:</b> Some 50% of coaches have completed training.  <b>Education:</b> Launch education module.</p>	
<p><b>Comprehensive review:</b> Carry out comprehensive review of strategy with inclusion group.  <b>Officers and coaches:</b> All officers and coaches to have completed diversity and positive inclusion module.</p>	

computers, in their own native language, Portuguese. These reports are then uploaded onto the school website and are accessed and read by the children's Parents and grandparents in Ireland and Brazil. This gives the parents and grandparents

an insight into the GAA, and provides an overview of how the games work. In co-operation with the GAA the school website is being used to share local match reports with family in Brazil.

A pilot programme to facilitate greater participation of the Brazilian community in the Gort GAA Club is currently in place, this has been funded by Croke Park, Galway County Board and the Gort Club.

# Club, Culture and Community

**Our aim:** Keep and strengthen our links with all communities

*By 2016 we will be able to say:*

“The heart of the GAA is club, culture and the community. We have attracted and retained active players, members and volunteers from all communities in our society. The GAA is recognised as the leading organisation for providing voluntary activity and events for families and communities. The Association’s core values and ethos are understood and help to hold society together in an ever-changing world.”

## Key project: Expand role of cultural officers

The role of cultural officers will expand. Their role and responsibility will be redefined and will focus on community liaison.

We will promote family and community activities as being at the heart of the Association.

### Variety of events

There will be a rich and varied schedule of events at GAA clubs for all families and communities.

### Clear identity

Everyone in the GAA will know about our cultural and community officers and what they do.

### Awareness

The cultural and community officers will assemble and distribute appropriate cultural awareness materials.

### Related projects

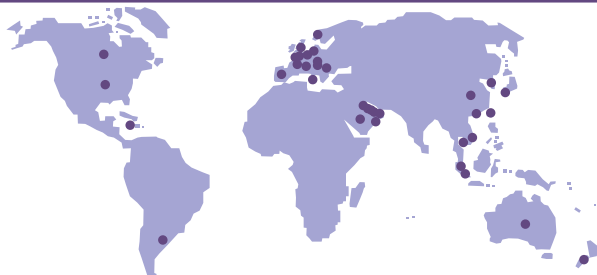
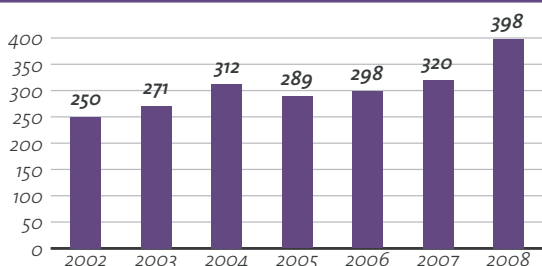
#### GAA crest

We will run a programme to make sure that every unit of the organisation has a unique GAA crest. The crest will provide a visible presence for the GAA and the individual club outside the Association.

## How projects will be put in place around the country

Timelines	Club	County
<b>Immediately</b>	<b>Officer for each club:</b> Ensure that each club has an active cultural officer.	
<b>2009</b>	<b>125th anniversary:</b> 80% of clubs hold 125th anniversary cultural nights. <b>New members:</b> Some 50% of clubs hold open night or open day to welcome new members, families and communities. <b>Lá na gClub:</b> Hold celebratory day in each club.	<b>125th anniversary:</b> Promote and co-ordinate County-wide 125th anniversary club cultural nights. <b>Summer camps:</b> Identify local cultural material for distribution via Cúl Camps. <b>Parents:</b> Distribute materials for parents to clubs. <b>Cultural Officers:</b> Training programme in place.
<b>2011</b>	<b>Website:</b> Some 50% of clubs have ‘As Gaeilge’ section on their website. <b>Lapel pin:</b> Deliver pin to all new members. <b>Club crest:</b> Create, update and use crest in all clubs. <b>Signposts:</b> Plans in place to erect club signage. 50% of clubs have GAA club grounds signage. <b>Club Maith Programme:</b> Pilot in all Counties. <b>ASAP:</b> All clubs with alcohol and substance abuse policy in place.	<b>Website:</b> Apply template ‘As Gaeilge’ to County website. <b>Lapel pin:</b> Support members’ initiative by distributing GAA pin to clubs. <b>Club crest:</b> Work with clubs to develop crests. <b>Signposts:</b> 100% of County grounds and County facilities have GAA signage. <b>Club Maith:</b> Rollout of Club Maith programme
<b>2015</b>	<b>Signposts:</b> All clubs have GAA signage. <b>Share facilities:</b> Initiate scheme to allow kindred groups to use our facilities. <b>Club crest:</b> Every club crest is registered with GAA at central level.	<b>Links with other groups:</b> Develop structured co-operative links with kindred community and cultural bodies. <b>Signposts:</b> Continue to work with local planners on the signposting initiative.

**International Clubs Affiliated to the Association**





**Members’ pin**

We will create a members’ pin to promote membership and communications.

**History initiative**

Project launched, which will provide a detailed social history of our Association.

**Club Maith**

We will launch a club accreditation programme based on the successful accreditation programme in place in clubs in Ulster.

**Education**

We will develop materials to educate parents about the GAA, and the value and benefits of getting involved.

**Lá na gClub**

Each club will celebrate on a designated day as part of the 125th Anniversary.

**Gaeilge**

We will encourage use of the Irish language in our activities.

**Scór**

We will review how we direct and organise Scór.  
We will develop a national Scór website.

**Other groups**

We will develop relationships with kindred bodies and communities.

**ASAP programme**

We will continue the rollout of the GAA alcohol and substance abuse programme in our clubs

Provincial	National
<p><b>125th anniversary:</b> Promote and co-ordinate 125th anniversary club cultural nights. <b>Communications:</b> Develop Provincial network of cultural officers. <b>Parents:</b> Develop material for parents, introducing the GAA.</p>	<p><b>Officer listing:</b> Compile an up-to-date list of all cultural officers for website. <b>125th anniversary:</b> Promote 125th anniversary culture nights. <b>Summer camps:</b> Identify cultural material for distribution via Cúl Camps. <b>Parents:</b> Develop material for parents introducing the GAA. <b>Club crest:</b> Establish relationship with design house to support club-crest programme for clubs. <b>Scór:</b> Complete review and planning process for Scór.</p>
<p><b>Websites:</b> Hold workshops to promote website templates ‘As Gaeilge’. All Provinces have ‘As Gaeilge’ section on their website. All Provinces have up-to-date community, family and cultural events on their website calendar. <b>Signposts:</b> Develop relationship with Local Authorities to co-operate in signpost initiative.</p>	<p><b>Websites:</b> Prepare template ‘As Gaeilge’ for use by Counties and Clubs on their websites. <b>Summer camps:</b> Develop residential summer camps tri – Ghaeilge. <b>Lapel pin:</b> Create a GAA lapel pin. <b>Standard signposts:</b> Develop standard signposts for all clubs.</p>
	<p><b>Links with other groups:</b> Structured co-operative links with kindred community and cultural bodies established. <b>History initiative:</b> GAA aural history project completed.</p>

The GAA continues to grow abroad, with almost 400 international clubs now affiliated all over the world. These clubs are a great source of pride to the local Irish communities and are doing great work in promoting our games to people of all nationalities.

There are GAA clubs in the following locations:  
Australia, Argentina, Cayman Islands, Bermuda, New Zealand, Australia, China, Korea, Taiwan, Singapore, Japan, United Arab Emirates, Thailand, Canada, USA, England, Scotland, Wales, Austria,

Belgium, Channel Islands, Denmark, Finland, France, Germany, Hungary, Luxembourg, Netherlands, Romania, Spain, Sweden, Switzerland, Italy, Bahrain, Vietnam, Malaysia, Hong Kong, Oman, Qatar, Saudi Arabia, Kuwait and Malta.

# Planning

## Our aim: Build existing planning skills

*In 2016 we will be able to say:*

“We have plans in place at club, County, Provincial and national level. We have increased our ability to respond to new challenges and we have grown rapidly internationally. We are introducing new initiatives to increase our already extensive planning skills.”

## Key project: National Strategic Plan

The development of a Strategic Plan is the cornerstone of our planning process.

### National planning group

We will set up a national planning group that will oversee the execution of the Strategic Plan. We will carry out reviews to make sure we are meeting our targets; and an annual review to assess, review and update our plans as needed.

### Amateur status

A process will be put in place to develop a framework on reinforcing amateur status.

### Targets

We will translate the goals outlined in the Strategic Plan into initiatives and targets at club, County and Provincial units of the organisation.

### Wide involvement

Our planning process will involve our members, stakeholders and potential stakeholders at every level.

### National goals

The goals and objectives set at all levels will be integrated into the national

planning process and the national-based funding system.

## Related projects

### Training

We will train facilitators at each level in the organisation on how to plan effectively. They will be responsible for the planning in their unit.

### Guidelines

We will produce guidelines and templates to help our trained facilitators develop the strategic plan in their units.

## How planning process will work around the country

Timelines	Club	County
<b>Immediately</b>	<b>Planning launch:</b> National Strategic Plan launched and distributed to all our clubs.	<b>Planning launch:</b> National Strategic Plan launched in every County.
<b>2009</b>	<b>Programme launched:</b> Club planning programme launched. <b>Training:</b> Pilot the new club planning process in six clubs per Province. Train facilitators to support the clubs.	<b>Guidelines:</b> Planning guidelines and templates in place. <b>Trained facilitators:</b> Each County has two trained facilitators. <b>County plans:</b> Eight County plans in place. <b>Staff roles:</b> Full time staff roles, responsibilities and performances are linked with plan.
<b>2011</b>	<b>Five-year plan:</b> 500 clubs have developed a five-year club plan. <b>Facilities funding:</b> Every club that submits application for funding has up-to-date plan. <b>Guidelines:</b> Planning guidelines in place in every club.	<b>Five-year strategy:</b> Every County has a five-year strategy and action plan in place. <b>County forum:</b> Every County has a County forum as part of its ongoing planning process.
<b>2015</b>	<b>Next plan:</b> Every club has a current plan in place in common format.	<b>Next plan:</b> Every County has a current plan.

### GAA Strategic Infrastructure Initiative

The Association is engaging in an ambitious initiative to develop a network of ‘Centres of Excellence’ around the country. These centres will comprise of natural grass, synthetic grass playing pitches, floodlights and ancillary facilities which will serve the needs of County teams, development squads, clubs, schools and colleges. These centres will encourage and facilitate increased participation and be of great benefit to the playing of our club and school games and our recreational games.

### GAA Strategic Infrastructure Initiative

Total expenditure: €39 million

- €29 million to be funded from Croke Park
- €10 million from the Counties/Provinces and other sources



These plans will include sections on, but will not be limited to:

- games development in clubs and schools;
- player welfare;
- referee development;
- communication, marketing & finance; and
- urban development and rural depopulation.

**International units**

The Association will work with the Department of Foreign Affairs to secure funding for the continued development of our overseas units.

We will ensure that each of our overseas units has a comprehensive strategy in place.

**Association Infrastructure Framework**

We will implement an integrated National Facilities Development Framework incorporating Provincial and County grounds, Regional and Urban Centres and County Training Centres in order to meet the overall needs of the Association.

The framework will provide a network of modern, safe and comfortable grounds, which will enhance the experience of all patrons attending our games. The

framework will specify quality benchmarks in respect of facilities for spectators, players, team and match officials.

**Support system**

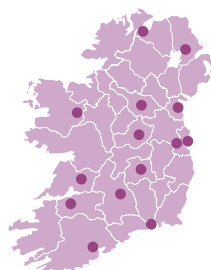
We will provide support to each unit to help them continuously improve their goals and achievements.

**Information Technology**

We will continue to roll out the GAA IT strategy. This will give us the information on activity we need to enable continued planning.

Provincial	National
	<p><b>National planning group:</b> In place to ensure comprehensive roll-out of national plan.</p> <p><b>Amateur status group:</b> In place</p>
<p><b>Guidelines:</b> Planning guidelines and templates in place.</p> <p><b>Five-year strategy:</b> Every Province has a five-year strategy and action plan in place.</p> <p><b>Staff roles:</b> Full-time staff roles, responsibilities and performances are linked with plan.</p>	<p><b>Quarterly review:</b> Quarterly review system in place</p> <p><b>Training:</b> Training module for facilitators in place.</p> <p><b>Annual review:</b> National plan reviewed annually and updated. Other plans outside the remit of the current plan will also be reviewed.</p> <p><b>Annual Volunteer Forum:</b> Annual Volunteer Forum continuously updates thinking and planning.</p> <p><b>International units:</b> Continue to develop links with Government agencies.</p> <p><b>National infrastructure framework:</b> Guidelines and framework in place for all units in the Association.</p>
<p><b>Quarterly meetings:</b> Provincial staff have quarterly meetings with whoever is responsible for delivering the plan in the Counties.</p> <p><b>Provincial Support Process:</b> Support and improvement process in place for Counties.</p>	<p><b>Amateur status:</b> Framework developed and in place</p> <p><b>International units:</b> Each overseas region has a Strategic plan in place to allow them reach their potential</p> <p><b>Resources:</b> Support resources available.</p> <p><b>Integrated reporting:</b> Reporting system in place.</p> <p><b>Plan updated:</b> National plan updated annually.</p>
<p><b>Next plan:</b> Provincial plan in place, with rewards linked to achievements.</p>	<p><b>Next plan:</b> New National Strategic plan for 2016 and beyond.</p>

**Centres of Excellence being built in the following areas**



- Ballyhaunis, Co. Mayo
- Antrim Town
- St Loman's Mullingar
- Leixlip
- Clontarf
- Darver, Louth
- Breffni Park, Cavan
- Heywood, Laois
- Owenbeg, Derry
- St. Columb's Park, Derry
- Tulla, Co. Clare
- Cork City
- Waterford City
- Dr. Morris Park, Thurles
- Rathkeale, Co. Limerick

# Officer Support

**Our aim:** Deliver and monitor high-quality service to our officers

*In 2016 we will be able to say:*

“At national level we operate an efficient service centre for our clubs, Counties and Provinces. Our officer services centre is easily accessible and we deal with all queries efficiently and promptly. We encourage feedback and input from our officers. The Croke Park support team monitors all output every day and guarantees to respond to your calls .”

## Key project: Develop secure officers’ website

The Association will develop a secure intranet website (an intranet website is available only to a restricted group – in this case officers of the GAA). Different parts of the website will be available to the appropriate groups at club, County, and Provincial level.

### Frequently asked questions

Our intranet will include a frequently asked questions (FAQs) section. This will give officers clear, precise and timely information. They will also be able to ask questions through the intranet when they need more information.

We will develop a wide range of FAQs on topics that include:

- club administration;
- infrastructure;
- planning;
- player welfare;
- Cultúr;
- coaching and games;
- human resources;
- officer training;
- marketing;
- insurance;
- finance;

- technology; and
- rules.

Croke Park personnel will compile the FAQs and update them every quarter as trends emerge about the type of questions officers ask.

### Related projects

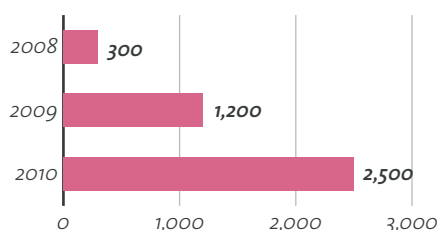
#### Directory of services

We will complete a directory of Croke Park support team and services. We will make this list available to all Provincial

## How our services will be developed around the country

Timelines	Club	County	Provincial
Immediately		<b>Directory:</b> Make new directory of Croke Park support team and services available to County officers.	<b>Directory:</b> Make new directory of Croke Park support team and services available at Provincial level.
2009	<b>Officer feedback:</b> Feedback from club officers completed twice a year.	<b>Key Performance Indicators:</b> County feedback process in place. Use this feedback when creating KPIs in Croke Park.	<b>Key performance indicators:</b> Provincial feedback process in place.
2011		<b>Service reviews:</b> We will have twice-yearly reviews and feedback forums in place to track service levels from Croke Park.	<b>Service reviews:</b> We will have twice-yearly reviews and feedback forums in place to track service levels from Croke Park.
2015		<b>County websites:</b> Fully integrated with national GAA website.	<b>Provincial websites:</b> Fully integrated with national GAA website.

**No. of clubs using the GAA Membership Management System**



The Association has launched a new online membership management system for clubs. This system allows clubs to register members, players and officers, generate team lists in Irish and communicate directly with members by text and email. This system will reduce administration time in clubs. On the basis of the success of this pilot project in 2007, the Association aims to have 2,500 clubs units in Ireland and around the world using the system by 2010.



and County officers, and to GAA receptionists at national and Provincial level.

**Croke Park open day for officers**

We will hold an open day for all Provincial and County officers in Croke Park. At this meeting we will:

- brief officers on the intranet website;
- introduce them to the Croke Park team; and
- listen to any additional requirements the officer group may have.

**Officers’ website intranet forum**

On our new intranet website, we will have a forum section where club and County officers can share information and best practices. The staff in Croke Park will facilitate this forum.

**Phone-call monitoring**

We will introduce a phone-call tracking system so that we can monitor our response to all calls from officers to the Croke Park team.

**Key performance indicators**

We will develop ‘Key performance indicators’ (KPIs) for the entire team in Croke Park and we will publish it four times a year. These will measure the quality of the service we give to our officers.

**Our service to officers**

We will develop a ‘value-for-money’ assessment that tracks our services to officers and takes account of feedback.

**National**

**Directory:** Produce a directory of Croke Park support team and services.

**Croke Park open day:** Hold information day in Croke Park. Introduce officers to Croke Park team.

**Monitor our service:** Measure Croke Park’s response to officers.

**Key Performance Indicators:** Agree key performance indicators (KPIs).

**GAA intranet website:** Five sections of FAQs completed.

**GAA intranet website:** FAQs in place. Update and maintain the FAQs on a quarterly basis. Intranet satisfaction reaches more than 65%.

**Response to requests:** Croke Park support team will respond to all queries efficiently.

**GAA intranet website:** Satisfaction rate from officers to be more than 75%.

**Response to officers:** Croke Park support team will answer 80% of requests in less than 24 hours.

# Glossary of Terms

**Alcohol and Substance Abuse Programme (ASAP):**

GAA programme that focuses on minimising the harm being caused by alcohol and drugs in society.

**Award 1:** Coach education programme that qualifies the participant to be a lead coach for either child, youth or adult players.

**Award 2:** Coach education programme that qualifies the participant to be an advanced coach for either child, youth or adult players.

**Award 3:** Coach education programme that qualifies participant to be a master coach for either child, youth or adult players.

**Centres of excellence:** Purpose built recreational facilities, usually incorporating an all weather facility to be used by a number of club, school and County teams.

**Club Maith:** This is a certification programme for clubs and their volunteers who have demonstrated excellence in a wide range of criteria. It is independently set and assessed.

**Cúl Camps:** An organised camp for children aged between seven and 13. They are run by qualified coaches and usually held during the summer.

**FAQs:** A set of frequently asked questions that are the most popular questions asked on specific topics.

**GAA family of games:** This includes the four games promoted by the GAA: Gaelic Football, Hurling, Rounders and Handball; and Camogie and Ladies' Football, the games promoted by its sister organisations.

**GAA intranet:** An internal website for GAA personnel only. It will give GAA officers access to a secure password-protected database that can answer their questions.

**Go Games:** Small sided skill development games for under 12's.

**GNP:** Grassroots to National Programme. GAA games development strategy which aims to maximise participation and optimise playing standards.

**Grassroots to National Programme (GNP):** GAA Games Development Strategy which aims to maximise participation and optimise playing standards.

**'Have-a-go day':** A series of football and hurling recreational blitzes held for individuals or groups who have had little or no involvement in the GAA previously. These are held at club locations for newcomer or non-traditional communities.

**Introductory Award:** Basic coach education for beginner coaches for child, youth and adult players.

**Neighbourhood Renewal:** A Government incentive managed by the Department of Social Development that supports community development in urban areas of social disadvantage.

**Outreach programme:** A series of initiatives designed to build cross-community relationships and promote community cohesion. It is conducted by the Ulster Council.

**Rapid programme:** An Irish Government initiative that revitalises areas by planning investment and development (RAPID). It targets the 46 most disadvantaged areas in the country.

**Scór:** Initiatives and activities in which GAA members engage to promote Irish music, dancing and culture.

**Supertouch 7s, 9s, 11s:** Small sided skill development games for youth players.

**Trí Gaeilge:** Activities carried out through the Irish language.

# Appendix

We have many well-formed, comprehensive strategies that meet our needs. In the new strategic planning process, we will review these annually against the objectives in the individual plans.

Some of the focus areas may be included in the revised Strategic Plan in the years ahead. The strategies in place already in the Association include but are not limited to the following.

- A strategy for the GAA in Britain 2007-2012: An Bhratach in Airde sa Bhreatain, Flying the flag in Britain.
- Forbairt Fhearmanach 2007-2012.
- A strategy for the GAA in Tyrone 2007-2015: Ag Aidú na Laimhe Deárg, Raising the Red Hand.
- Coiste Chontae Aontroma, Lean ar Aghaidh – Strategy 2006-2011.
- Coiste Eolas Teicneolaíochta – Getting IT right in the GAA 2008/2009.
- Coiste Ard Mhacha, Aibiú an Úllghoirt – Ripening the Orchard Strategy 2008-2012.
- Liathróid Láimhe na hÉireann – Strategic Plan 2006-2008.
- Derry County GAA strategy: Fís Feasa.
- Cavan County GAA strategy: Fad-Radarcanna Breffni.
- Donegal County GAA strategy: Meitheal Dhún na nGall.
- Belfast Urban GAA strategy: Belfast Rising: A plan for the GAA across Ireland's Second City.
- Derry City Urban GAA strategy: Growing Mighty Oaks.
- GAA Grassroots to National Programme – GAA Games Development Strategy.
- Cumann na mBunscol 2007-2012 strategy: More than just child's play.
- Croke Park Stadium Strategy.
- Ulster Council Strategy – Beir Bua Nua 2005-2010.
- GAA player burnout and fixtures report.
- National infrastructure guidelines.

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- Government agencies in both jurisdictions.
- Integration Ireland.
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