



GAA Strategic Plan 2009 – 2015

Mid-Point Review

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Contents

Introduction	3
Teachtairreachtaí	4
Mission / Vision / Values	6
Methodology	7
Supporting our Clubs - Strategic Plan 2009-2011	8
1.Games Development	10
2.Games Scheduling	16
3.Planning	18
4.Communications	20
5.Volunteering/Officer Support	23
6.Club, Culture and Community	26
7.Integration	29
8.Financial Excellence	31
9.Commercial and Marketing	34
10.Urbanisation	37

Introduction

The National Strategic Vision and Action Plan was launched in 2008, with the aim of providing the Association with a list of key actions to help us address our key challenges. The document was developed following an extensive consultation process that included a National Club Forum, where 300 representatives from clubs around the country discussed all aspects of GAA activity. County officers, provincial officers and players were also consulted.

In the three years since its launch, progress has been made across the 11 themes. Amongst the key achievements of the plan are:

1. Adoption of Go Games as national policy
2. Development of the GAA recreational games
3. Roll out of the GAA Code of Best Practice
4. Club membership system in place in all clubs
5. Roll out of the 2011 Urban Initiative in 11 urban areas
6. Fixtures Planners and the roll out of competition management software in place in all counties
7. Launch of the new GAA website
8. Roll out of the GAA email solution to 11,000 club and county officers
9. Development of match attendance initiatives, including ticket packages, season ticket etc.
10. Roll out of county financial software package
11. Development of GAA Club Planning Programme and online Club Manual
12. Investment of €57.7million in club and county facilities.

There are also projects that have not been proceeded with, and others that are still a work in progress. Some projects could not be implemented because of the change in economic circumstances in the country while the completion date of some other projects has been adjusted.

The purpose of this review is to take stock of where we are and to propose a new set of recommendations for the years 2012 to 2015. Each section of this document describes the completed projects, those that are a work in progress and a list of new proposed objectives. This work will be completed when the new national committees are in place following the Congress of 2012. Each committee will be asked to agree its key projects for the next three years, in consultation with officers and units around the country. This will form the basis for the final three years of the Plan. In 2015, a new National Strategic, Vision and Action plan will be put in place.

Teachtaireachtaí



Criostóir Ó Cuana

I am delighted to present this mid-term review of the GAA's National Strategic, Vision and Action Plan. This document sets out all of the actions that have been completed across all of the themes in the Plan along with those that are outstanding. It also provides a list of proposed new key projects.

When I took office three years ago, one of the areas that I wanted to see a strong focus on was in planning at club, county and provincial level. In those three years, each province and county has worked on its own plan and this process has been extended to club level, where clubs across the country are now working on their own development plans.

I firmly believe in the planning process that has been put in place across the Association. I believe that, each year, all counties should sit down with their club representatives and discuss all that has happened across all areas of GAA activity over the previous 12 months. This process should identify areas to be worked on in the year ahead, particularly in terms of how we develop and promote our games. It is with this level of positive engagement between counties and clubs that we can help to make the Association stronger.

I have launched a number of club plans during my presidency and I have always been most impressed by how the process

has revitalised clubs and helped to attract new volunteers. The 'GAA Club Planning Programme' provides clubs with a structured way to examine their own performance and to put a set of actions in place to help promote the club. I would urge all clubs to develop their own plans.

This mid-term review shows the level of progress that has been made in implementing the National Plan, particularly with the adoption of Go Games across the Association, the progress made in IT and Communication, the adoption of the One Club Model and many other objectives. While there are projects that are a work in progress, the completion rate across all of the themes is pleasing. I would like to acknowledge the enormous part played by Páraic Duffy in driving the implementation of the National Strategic Plan and I would like to wish him well with the remaining three years of this national strategy. I would also like to thank Kieran Leddy for his work in supporting the planning process over the last three years.

The GAA continues to face many challenges. These are challenges that we can meet, but we must do so in a coordinated manner, where we assess each challenge and decide on the best way forward.

**Criostóir Ó Cuana,
Uachtarán Chumann Lúthchleas Gael**

Teachtaireachtaí



Páraic Ó Dufaigh

When I became Ard Stiúrthóir, one of my first actions was to put in place a process to develop a strategic plan, which would set out a clear set of objectives for the Association. The Strategic, Vision and Action Plan was launched in late 2008, and this document has since provided a road map for the development of the Association.

Now is the right time for a mid-term review and establish objectives for the next three years. Overall, progress on the implementation of the National plan has been positive. However, work remains to be done and the Association, while strong and vibrant, continues to face many challenges. It is only by engaging in a coordinated and planned approach that the entire GAA family can meet these challenges.

I will work to deliver the new projects and the overall objectives of the National Strategic Plan over the next three years. Our vision is that everybody has the opportunity 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 the GAA. By putting in place the actions listed in this document, we will work towards the realisation of that vision.

I would like to thank the outgoing president Criostóir Ó Cuana for his dedication and commitment to the planning process over that last three years. I look forward to working with the incoming president, Liam O Neill, on implementation of the final three years of this Plan.

Páraic Ó Dufaigh
Ard Stiúrthóir
Chumann Lúthchleas Gael



Mission / Vision /
Values

Mission / Vision / Values

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

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.

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

Methodology:

As the GAA Strategic Vision and Action Plan 2009 – 2015 approaches its mid-point, the Association deemed it appropriate to carry out a comprehensive review of the progress to date with respect to all areas in the Plan and provide a brief outline on the identified priorities for each section over the remainder of the Plan.

This mid-point review coincides with the transition of the presidency of the Association from Criostóir Ó Cuana to Liam Ó Néill and therefore provides a summary of what has been achieved and what is outstanding. This in turn will be distributed to the new committees within Croke Park to assist them on building on the priorities identified to date.

The process utilised to complete the review was consultative, with each of the section leaders within the full-time Croke Park team and a number of the national committees responsible for the delivery of the objectives outlined in the Plan.

The future priorities identified in this document have been used as the basis for setting many of the goals at national, provincial and county level for the full-time teams within those units. It is the intention that these will be refined and adapted based on the inputs of the new committees once they have identified the priorities to build on those outlined in this document.



Strategic Plan
2009-2011

Supporting our Clubs - Strategic Plan 2009-2011

When launching the Strategic Plan for the Association in November 2008, a key target from the Plan was to assist Clubs. The following is a list of completed projects:

Games

Go Games

The adoption of Go Games has provided clubs with a model to assist them in providing games for Under-12s within an environment to encourage participation and skill development.

Recreational Games

The GAA has developed recreational games; Peil Abú (football) and Camán Abú (hurling) are now operational in 13 third-level institutions and 30 clubs around the country.

Coach Education

Over 20,000 coaches have qualified at Foundation Award level, and over 5,000 qualified at Award 1 level, as Child, Youth or Adult coaches since 2008.

Information Technology

GAA Email Solution

All Club Secretaries, Chairpersons, Treasurers and PROs now have an official GAA email account, which has revolutionised communication within the organisation. This solution also provides a document-sharing facility and calendar facility.

GAA Website Solution

All clubs now have access to a customised website solution, provided by Google Sites. So far, 242 clubs have availed of this solution.

Finance Software

The GAA has teamed up with Yendo to provide clubs with club accounting software. This will help club treasurers to track income and expenditure and to generate their club accounts.

Membership Registration System

All clubs now have access to the online registration system, which facilitates clubs to register their players and members as well as generate automatic team sheets for the club, manage club committees and communicate with club members.

Club Development

Club Officer Training

The GAA continues to deliver a club officer training programme, which focuses on the club chairperson, secretary, treasurer and PRO.

Club Planning Programme

The GAA has put in place a club planning Programme that facilitates clubs to put their own development plan in place. 130 facilitators have been trained up around the country to deliver this programme.

Club Resources

Club Advice Manual

A club advice manual covering all aspects of club activity, including officer roles, committee structures etc., is available for clubs on the clubzone of the GAA website.

Welcome Pack

A DVD resource aimed at newcomers to our shores, which explains the rules of Hurling and Football, was developed in six languages.

Membership Cards

Personalised membership cards have been made available to all club members registered on the online registration system. It is now planned to add value to these cards through a programme of discounts etc.

Monthly Club Newsletter

Each month, Croke Park emails clubs a newsletter, which contains up-to-date information on all matters of interest to club officers, members and players.

Other

Club Wall

In 2010, the Association launched the Club Wall in Croke Park, which contains the club crest of each club in Ireland and around the world.

One Club Model

A framework has been put in place to assist units of Cumann Lúthchleas Gael, The Camogie Association and the Ladies Gaelic Football Association that wish to move to a one club model.

1. 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 promoting games activities for the benefit of all participants

2009-2011 – How did we do?

Amongst the Key Projects delivered for this section are:

Grassroots to National Programme (GNP)

The GAA has devised an overarching Games Development framework, known as the GAA

Grassroots to National Programme (GNP). This pathway differentiates between the Child, Youth and Adult player in recognition of their varying needs and levels of ability and is outlined as follows:

Adult – Compete to Win

Youth – Learn to Compete

Child – Play to Learn

There are six Key Project Areas, which are vital to the effective delivery of the GNP in our counties and clubs. These are shown in the table below.

Each of these areas is now discussed in greater detail, outlining the progress made over the last three years.



1: Games Opportunities

Go Games - Child

Go Games were adopted as best practice up to and including 12 years of age and enshrined in rule at the GAA Annual Congress of 2010. Our registration system statistics show that there has been an increase in the numbers registered in the Under-12 age-group. In 2011, 1,303 clubs participated in an Under-8 Go Games Blitz programme, 1,364 participated in an Under-10 programme and 1,240 participated in an Under-12 programme. At primary school level, 2,433 schools participated in a football blitz programme and 1,633 schools participated in a hurling blitz programme.

Super Touch - Youth

The Super Touch games format, which provides small-sided skill development games for youth players, has been developed to provide players with the opportunity to develop their skills through participation in games. In 2011, 1049 clubs and 518 Post Primary Schools participated in a Supertouch programme.

Recreational Games - Adult

The GAA'S recreational games, Peil Abú (football) and Camán Abú (hurling) are now operational in 13 third-level institutions and 30 clubs around the country. These games promote participation of males and females in a social and fun environment.

2: Club/School Coaching Link

The Club/School Coaching Link promotes the coaching of children in Primary and Post Primary schools. In 2011, 2,572 primary schools received a Gaelic Football Coaching Programme, while 1,725 primary schools received a hurling coaching programme. Games Development personnel nationwide are working to ensure that every school in the country is linked directly with a club.

3: Cúl Camps

Camps, namely Cúl Camps, Easter Camps and Halloween Camps are designed to provide boys and girls (aged 6-13) with an action-packed and fun-filled experience of Gaelic games. Cúl Camps continue to be a major success with 76,206 children attending the camps in 2011.

4: Talent Academies

The Talent Academy squads cater for players at U-14, U-15, U-16 and U-17 level within a county and are for youth players aged U-14 to U-17, who are judged to have the potential to excel in the future. An academy structure is in place in each county.

5: Coach Education

The aim of the GAA Coach Education Programme is to ensure that all players are coached by a person with an appropriate qualification. The programme, which is underpinned by a games-based approach to coaching, differentiates between Child, Youth and Adult-focused coaches, and provides for qualifications specific to each stream. In total, over 20,000 coaches have qualified at Foundation Award level, and over 5,000 qualified at Award 1 level, as Child, Youth or Adult coaches since 2008.

6: Referee Education

The National GAA Referee Development Strategy was launched in 2010. The plan focuses on the recruitment, training and assessment of referees in each county. Training resources are developed to complement the GAA Referee Development Pathway, outlined as follows:

Young Whistler (Child) - Go Games Referee (Youth) - Club Adult (Adult) - Inter-County Referee (Adult)

Other

Hurling Development Plan

The National Hurling Development Plan was launched in early 2012. The main actions in this plan include the establishment of a Hurling Centre of Development and Research, the identification and training of mentors to support the promotion of the game and the introduction of the Táin Adult Hurling League.

Code of Best Practice

We have put in place the GAA's Code of Best Practice for Youth Sport, which incorporates a code of conduct that shows respect for fellow players, mentors and match officials. A group of 110 tutors is working to deliver Code of Best Practice training to our clubs. To date, the GAA has vetted over 40,000 persons working with our underage teams.

Respect Initiative

The GAA Respect Initiative, 'Give Respect, Get Respect', was launched in 2010 and is in place at Under-12 level around the country. Games promoting the initiative were held at half time in 33 hurling and football league games in 2011 involving children from all counties.

Second Level Schools Plan

The Second Level Schools plan was launched in March 2012. This plan will see the promotion of the Super Touch participative blitz model in our schools in order to address the issue of drop-off at this age group. The provision of coach education courses for teachers and the reorganisation of competitions is also central to this plan.

Research Group

A GAA Research Committee has been in place since 2009 and has worked on the deployment of score detection technology, the development of the GAA Recreational Games, the development of a standardised sliotar cores and the awarding of research grants.

2009-2011 – What is outstanding?

Harmonisation of Games Development at Child and Youth Level

The provision of a balanced programme of games for all players continues to be a major challenge for the Association. The number of fixtures-making bodies in counties, while serving a need for the Association over the years, needs to be streamlined. Progress has been made in many counties in this regard over the last three years.

Proposed New Key Projects 2012-2015

Review of the GNP

We will further develop the Grassroots to National Programme to integrate our Coach, Referee and Player Pathways to support the development and education of players, coaches and referees. The project will include mapping the pathways to the National LISPA (Lifelong Involvement in Sport and Physical Activity) framework.

Games Opportunities

We will continue to expand on the roll out of the Super Touch games format for our youth players in our clubs and Post Primary schools. At child level, we will aim to deliver the Games Strand of the Primary School Physical Education Curriculum in all primary schools.

We will develop a new participation model in urban areas. This model will see a team-based approach being adopted at child and youth level, with teams being drawn from communities within the urban area. Youth players will then feed into the adult clubs. This model will

be replicated in areas where there is a poor tradition of one of our codes in order to promote the weaker code.

Coach Education

We will improve accessibility to coach education resources for our coaches through the development of an interactive online E-Learning portal. This site will host video resources and other documentation to support our coaches, referees and administrators in carrying out their roles. We will also facilitate our coaches to achieve their qualifications by recognising best practice modules that are delivered outside of our standard programmes.

We will put in place a quality assurance mechanism to ensure that our coach education programmes continue to meet best practice standards. We will develop and implement a Tutor Development Support Programme. We will align our core qualifications to National and European Qualification frameworks.

Referee Education

A structure will be put in place at national, provincial and county level to support the delivery of the National Referees' Plan throughout the Association. This will assist each county putting in place a recruitment, assessment and development programme for referees.

County Talent Academy Programme

We will develop and implement a Talent Academy Programme that encapsulates a games programme at regional, provincial and national level. This will be Hurling and Gaelic football specific and will provide sports science and lifestyle support.

Club Coaching Officers

Each club will be asked to appoint a Club Coaching Officer, whose role will be to oversee all aspects of games development within the club. This will be supported by the development of training programmes and other resources for these officers.



Table of Actions

	Action	Outcome Sought	Responsibility	Timescale
Games Opportunities	Go Games (Child): To provide children with an opportunity to participate in the Primary School PE Curriculum through Gaelic Games	To support teachers to deliver the Games Strand (with linkage to other strands) of the Primary School PE Curriculum through the playing of Gaelic games	National Coaching and Games Department and Provincial and County Games Manager	2013
	Supertouch (Youth): Super Touch games programme in place in Clubs and Post Primary Schools from Under-13 to minor	To provide youth players with the opportunity to play games	National Coaching and Games Department and Provincial and County Games Manager	Ongoing
	Recreational Games (Adult): Two recreational games centres established in each county	To promote our recreational games and increase participation	National Coaching and Games Department and Provincial and County Games Manager	2014
	New Participation Model: New team-based participation model at child and youth level trialled in a number of urban areas	To increase participation at child and youth level in urban areas through the provision of games	National Coaching and Games Department and provincial councils	2013
Coaching Link	Club/Schools Link: Continue to strengthen the links between our clubs and schools	To continue to facilitate the playing of Gaelic games in primary and post primary schools	National Coaching and Games Department and Provincial and County Games Manager	Ongoing
Camps	Cúl Camps: Continue to provide a quality experience for all children	To continue to deliver the best sports summer camps in the country	National Coaching and Games Department	Ongoing
Coach Education	E-Learning Portal: Interactive E- Learning Coach Education portal launched	To provide instant access for all coaches to GAA Coach Education resources	National Coaching and Games Department	2012

	Action	Outcome Sought	Responsibility	Timescale
	Quality Assurance: Mechanism established and implemented across programme administration, delivery and assessment	To ensure that GAA Coach Education Programmes adhere to international best practice principles at all times	National Coaching and Games Department	2012
	Course Recognition: Process put in place to identify best practice modules, developed internally and externally, and place them on the national programme framework	To increase recognition of Coach Education activities	National Coaching and Games Department	2013
	Coaching Education Programme Recognition: Core programme courses will be nominated for alignment to external qualifications frameworks	To provide for the recognition and transferability of GAA Coach Education Qualifications.	National Coaching and Games Department	2013
	Management programme: Programme developed to assist Club and Inter-county Managers in carrying out their role	To address the needs of managers at club and county level	National Coaching and Games Department	2014
	Club Coaching Officers: All clubs elect a Club Coaching Officer. Training provided on an annual basis	Club Coaching Officer Training certification programme in place	Provincial and County Games Manager	2013
Talent Academies	Talent Academy Programme: New national talent academy programme developed	To provide a standard programme of activity for all county academies	National Coaching and Games Department	2013
Referee Education	Referee Development Structure: New national, provincial and county structure in place.	Infrastructure in place to support delivery of referees strategy at club and county level	National Coaching and Games Department / National Games Administration Department	2012

2. Games Scheduling

Our aim: High quality fixtures planning, providing a balanced Fixtures Programme for all.

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

2009–2011: How did we do?

Fixtures Committee and Fixtures Planners

A National Fixtures Planning Committee was put in place and two fixtures planners appointed in each county. The role of the Fixtures Planners is to oversee the planning, analysis of and review of the County Fixtures Programme. Regular seminars have taken place at national level in order to help share best practice in the development of fixtures programmes.

Competition Management Software

Thirty counties have now adopted the GAA Competition Management Software System, which facilitates counties to set up, manage and track all competitions. National standards, outlining the minimum number of games that should be provided for each age group, have also been set. Counties’ progress against these standards is being monitored and is summarised in an annual report for Congress.

Measure Satisfaction

Players have been surveyed to gauge their satisfaction levels with their fixtures programme; a more structured process is being developed currently and will be incorporated into the new plan over the next 12 months.

2009–2011: What is outstanding?

Harmonisation of Games Development

The provision of a balanced programme of games for all players continues to be a major challenge for the Association. The number of fixtures-making bodies in counties, while serving a need for the Association over

the years, needs to be streamlined. Progress has been made in many counties in this regard between 2009 and 2011.

Proposed New Key Projects 2012 – 2015

Cross County Competitions

From 2012 to 2015 we will work with counties to expand their games programmes beyond the traditional county boundaries. In particular, the focus will be facilitated in counties where the number of underage units makes it challenging to provide a balanced programme of games for youth players. This will be further facilitated by the Hurling Development Strategy which includes the Táin League as an example of Cross-county Competitions.

Fixture Planning

The National Committee will develop and submit proposals for the National Inter-County Games Program to the Central Competitions Control Committee. These proposals will include:

- Frameworks for inter-county games programmes
- Support for the inclusion of large Urban Clubs in adjacent county competitions
- Support for the clustering of remote clubs across counties for competitions
- A process for sharing best practice relating to cross-county competitions

Fixture Management System

We will complete a comprehensive review of the discipline model to incorporate match bans on to the Fixtures Management System. This will facilitate the development of a consistent process and standards across all units and competition control groups across the Association. We will extend the Reporting System from counties and provinces to record statistics on the spread of games and the percentage completed on time.

**Co-ordination between Club and School
fixture-making bodies**

We will put in place a framework to ensure appropriate representation is in place on all county fixture-making bodies to deliver a balanced programme of games for Club and Schools Competitions.

Table of Actions

Area	Action	Outcome Sought	Responsibility	Timescale
Competitions Management Software	Roll out of Fixtures Management Software: Roll out completed to all 32 counties	A standard systems in place across all county units in the GAA	National Fixtures Planning Committee	2013
	Discipline Module: Module for discipline to incorporate tracking of match bans introduced	Consistent standards and application across the Association	National Fixtures Planning Committee	2012
	Software Training: Ongoing training for users of software in place	Trained Volunteers in each unit	Full time staff/ trained tutor groups	Annually
	Cross-county Competitions: Support a model and set of recommendations for Cross-county Competitions	Framework in place for Cross-county Competition for Clubs	National Fixtures Planning Committee	Annually
National Committee	Fixture Planning: Proposals submitted to National CCCC in respect of National Fixtures Calendar	Continual improvement culture within the counties	The National Fixtures Planning Committee	Annually
Co-ordination between Club and School fixture-making bodies	Framework in place to ensure balanced programme of games	Appropriate representation in place for fixture-making bodies from both club and schools	County Coaching and Games Development Committee	2012
Harmonisation	Continue to streamline fixture-making bodies	Balanced programme of games	Coaching and Games Development	2012-2015

3. Planning

Our aim: Build on existing planning skills within the Association.

In 2016 we will be able to say:

“We have Strategic Plans in place at club, county, provincial and national levels. We have increased our ability to respond to new challenges and we have grown rapidly internationally. We are introducing initiatives to increase our already extensive planning skills.”

Key project: National Strategic Plan

2009-2011: How did we do?

The following is an outline of the Key Projects that have been delivered:

Information Technology

Significant progress has been made in the roll out of the GAA IT strategy, with the successful deployment of the Association’s Google Mail solution, the online registration system, the national fixtures and results system as well as the deployment of other systems. In total, the Association has invested over €1 million in IT projects from 2009 to 2011.

National Targets

We have achieved our aim of each province and county having its own strategic plan developed. In addition, a plan has recently been completed for the North American Board. Club forums to review progress took place in 16 counties over the last six months, involving almost 2,000 club officers.

Guidelines and Training

Guidelines for developing plans at club and county level have been put in place. Over 120 facilitators have been trained to deliver the club planning programme to clubs around the country. A Club Planning Pack has been written and is available for clubs on the Clubzone of the GAA website.

Creation of an online Clubzone

A new online resource was developed and put in place supporting the needs of club units across the Association. The Clubzone provides support for club officers in carrying out their role within the club.

Association Infrastructure Framework

Since 2009,, the Association has invested €57.7 million in facilities around the country. This includes Centres of Excellence, County grounds and Club facilities.

Facilities Guidelines

We will produce a facilities guideline for clubs that will outline best practice in maintenance and development of facilities for clubs. Information workshops for clubs will be available to each county based on a specific requirement being identified.

Amateur Status

The Association concluded a strategic partnership agreement with the Gaelic Players Association (GPA) which safeguards the amateur status ethos of the GAA by providing a single support structure for inter-county players. This includes a single cohesive All Stars programme, an enhanced welfare programme for all inter-county players and a new commercial model promoted jointly between the GPA and GAA.

2009-2011 – What is outstanding?

International Units

The Association is in the process of developing a strategy for the development of the games in our overseas units. This will include the formation of an international federation of Gaelic Games and building on the existing twinning process between the overseas units and Provincial councils. The North American Board has completed their own development plan and other units are in the process of developing their respective plans.

Club Planning

The Association has developed a new and innovative club planning programme, which is being promoted in all counties. We will target 100 clubs per year to partake in this process.

Proposed New Key Projects 2012-2015

New GAA IT Framework

We will develop a new IT framework for the Association, building on our current structures. This new framework will focus on building capacity and functionality on the systems that are in place at present as well as the deployment of new systems in games development.

National Club Accreditation Programme

We will develop a Club Accreditation programme that allows clubs to benchmark themselves against best practice in all areas of club activity. This will be developed using the experience of the Ulster

Council in rolling out the Club Maith programme and Cork County Committee with the Lee flag initiative. These programmes will be available for clubs on the Association's online e-learning portal.

National, Provincial and County Plans

The process of developing a new national plan will begin in 2015. We will begin the process of developing new

provincial and county plans as they reach the end of their current life span.

Championship Promotion Plan

We will develop a co-ordinated championship promotion plan involving our counties, provinces and Croke Park.

Area	Action	Outcome Sought	Responsibility	Timescale
National Club Accreditation Programme	Club Accreditation: National Club Accreditation programme developed and piloted	New accreditation programme with a minimum of five clubs per province participating in the pilot	National Club and Community Committee	2012
	Club Accreditation: National Club Accreditation Programme in place in all counties	New accreditation programme with a minimum of 10 clubs per province participating in the pilot	National Club and Community Committee	2013
County Planning	County Forum: Each county has a Club Forum to discuss roll out of strategy	Allow clubs to review and input into the County Strategy on an annual basis	County Executive	Annual
	County Plans: Counties and provinces begin developing new strategies	Counties and provinces to update and re-launch new strategies	County and provincial executives	2014
National Plan	Review: Annual Forum with club and county volunteers to review progress of national strategy	Allow clubs to review and input into the national strategy on an annual basis	National Club and Community Development Committee	Annual
	New National Plan: The process to develop a new plan will begin in 2014	A new national plan to be developed for the period 2015-2020	Croke Park Executive	2014
IT Framework	A new IT framework for the period 2012-2015 will be developed	New IT framework in place	IT Committee	2012
Facilities Guidelines	Develop best practice workshop for facilities and pitch maintenance for club units	Workshop available to club and county units on best practice in the area of facilities and pitch maintenance	National Club and Community Committee	2013
	Develop a championship promotion plan in co-ordination with our counties and provinces	GAA games are promoted and marketed to drive attendances and maximise the exposure of our games	Croke Park Executive team and provincial councils.	2012

Case Study:

Club Planning: Ballygarvan GAA Club, Co. Cork

Ballygarvan GAA club launched their strategic plan in early 2010. Club Chairman, Joe Kennefick, explains the positive influence that doing this plan has had on the club and how it has helped to attract new people to volunteer in the club.

“In early 2010, we decided to put a club development plan together and doing this has proved to be a great success for the club and has helped us bring new people on board.

“Firstly, developing the plan gave everyone in the club a great focus. It brought the community together and got people discussing how the club could progress.

“Following extensive consultation, the plan helped us to define various key targets and tasks in the club from coaching to fundraising to club administration and development. We then set about identifying people to undertake those projects. One great spin off from doing this exercise is that it has helped us to get a lot of new people involved in the club, including people who are new to the area and would have had no connection with the club previously.

“The plan has also resulted in moulding the GAA family under a club umbrella - Camogie, Football, Hurling, Rounders - to the mutual benefit of all sections. We are now in the process of delivering new floodlit back-to-back ball courts plus an all-weather pitch and both of these projects are moving ahead with great momentum.

“All clubs should look at doing a club plan. The process is very well defined and easy to follow. The club workshop is a great idea and we had over 100 people from the local community present, all discussing the future of our club. There is hard work involved in it, but the time investment yields incredible benefits.” supported by the development of training programmes and other resources for these officers.

4. 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 Project: Develop a Communications Plan

2009-2011: How did we do?

Communicate well with our Existing and Potential Audience

To facilitate improved communication with our audience, the Association launched a Communications Plan in 2010. This is available at www.gaa.ie. The key principles in this plan include achieving continuity in our message as well as establishing key communication principles.

New communications initiatives over the period 2009-2011 include the GAA’s own Magazine Programme, titled ‘Round the Square’, launch of the GAA official app; on iPhone, Nokia and Android, and the development of a standard set of communications modules for the County PRO network across the country. The Association has responded to recent communication trends by launching official GAA Facebook and Twitter to enhance engagement with our supporters.

Development of a Social Media Policy and Framework

We have created a Social Media Policy and Framework to provide guidelines to units across the Association with respect to utilising social media sites such as Twitter and Facebook, which will assist units in embracing new methods of communication within a safe and secure framework.

Match Programmes

We have carried out a review of match-day programmes for Central Council games and provided guidance for provincial, county and club units in the design and publication of informative and engaging match-day programmes.

“All clubs should look at doing a club plan. The process is very well defined and easy to follow”

Newsletter

Each month, the Communications department issues a newsletter to our clubs. These newsletters contain information on all aspects of GAA activity, including advice on club administration, information available from the Croke Park to support the activities in our club and guides and useful information for club members to assist them in the running of their clubs.

Training of PROs

Each year from 2009 to 2011, all County PROs were invited to Croke Park for a training and information day. A Club PRO training course, delivered on a county by county basis, has also been developed, covering the role of the PRO, use of social media and new methods of communication.

GAA Website and Branding Roll Out

The new interactive GAA website was launched in 2010. The level of traffic on the site has been growing steadily since its launch and to date has attracted over 20 million page views. The communication of the new GAA brand has been very successful and the brand is now one of the most recognised in the country.

Use Best Practice

The GAA Communications toolkit has been developed and has been utilised in County PROs' training in 2011. This toolkit provides a range of advice for county officers on best practice in communication. Focus groups and online surveys have been used to measure the effectiveness of our communication.

2009-2011 – What is outstanding?

Intranet

The GAA Intranet has been developed, but its use has been limited as the focus over the first few years of the Plan has been on the development of the Internet tool within the GAA.

Development of a Global Communications Strategy

We are reviewing existing communications processes between Croke Park and overseas units and will develop a communications strategy to support the needs of GAA overseas units.

Proposed New Key Projects 2012-2015

GAA Digital Communications Strategy

In co-operation with the Commercial team, the Communications Team will define and deliver a digital strategy including the potential use of GAATV and Radio GAA. This will enable direct communication.

Integrated Communications Strategy

Develop a new communications framework for clubs who have embraced the one club model that will provide consistent up-to-date information to all members of the club.

Communications Review

Complete a communications review of all existing communications channels within the GAA and develop a series of recommendations to deliver enhanced communications from Central Council to the clubs, counties and provincial units.

Proactive Engagement Model

Develop a model to work with our media partners with regard to showcasing a number of unique attributes of the GAA to their customers.

Media Evaluation

Evaluate effectiveness of work with online and broadcast partners and benchmark outputs in comparison with other sporting organisations.

Roll out of the Social Media Platforms throughout the Association.

We will aid and assist each club and county unit to have a Facebook and Twitter presence.

County Newsletter

We will create a guide and set of aides to ensure that each county has a county newsletter in place.

Table of Actions:

Area	Action	Outcome Sought	Responsibility	Timescale
Intranet	Evaluate the use of the Intranet as a tool for Club and County Officers	Resources to be put in place as required	Communications Team	2012
Overseas Units Communication	Development of a process to effectively communicate to our overseas units	Establish a framework for communicating with overseas units	Communications Team/ Overseas Committee	2012
Digital Communications Plan	Develop a digital strategy that will encompass the requirements and fulfil the aspirations of supporters, and officials in Ireland and overseas	Launch digital communications strategy in Ireland and overseas	Communications Team	2012
Proactive Engagement Model	Develop a policy to work with our media partners to highlight the unique attributes the Association	Proactive engagement model in place	Communications Team	2012
Integrated Communications Strategy	Complete an Integrated Strategy review	Review the effectiveness of the Communications Strategy internally	Communications Team	2013
Relationships with the Media	Develop an engagement process with the media	Host an annual series of meetings with the media to distil requirements and update structures	Communications Team	2012
	Evaluate international sporting bodies' engagement process with their respective media	Best practice is in place with regard to media relations	Communications Team	2013
Social Media roll out	Roll out the Social Media platforms to club and county units	Every club and county unit to be utilising Facebook and Twitter	Communications Team. Club and County Units	2013
County Newsletter in Place	Establish a guide to County Newsletters	Guidelines in place Newsletters in place in all counties	Communications Team County PROs	2012 2013

Case Study

Thurles Sarsfields a GAA club based in County Tipperary uses a number of the communication tools that are made available for clubs through the GAA and Google.

Club Secretary Thomas Callanan “All of the tools are very helpful and as a club it helps us to communicate more effectively with our members. We use GAA email for our officers which we use to communicate with each other and receive information directly from Croke Park.”

“The GAA IT applications were easy to use and with the help of the Tipperary IT officer and online guides we picked it up very easily.”

“We also used Google sites to construct our website and this gives us the opportunity to update our members on news, latest fixtures and results and upload photographs.”

The club has gone from being paper based to online based which has helped to increase efficiencies and sharing of documents and calendars is a useful tool which they hope to use more in the future.



5. Volunteering/ Officer Support

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.”

2009-2011: How did we do?

Annual Volunteers' Forum

Each year, from 2009 to 2011, the Association has invited a cross section of GAA members to Croke Park for a discussion on their views of the GAA and how we can improve. In 2010, 200 young members were invited for a National Youth Forum. In 2011, 60 representatives from clubs who participated in the 'Ag Éisteacht' Programme attended Croke Park for a follow-up session.

Player Welfare

The Association and the GPA continue to work together in partnership to provide an education and support framework to ensure that the contribution of inter-county players to the Association is recognised within the Association. The Association continued to review the Players Injury Fund to ensure that it provides the best value for money and highest levels of responsiveness for players at all levels in the Association.

New Volunteer Recognition Programme

A New Volunteer Recognition Programme, named after the late Dermot Earley, was put in place in 2010; the President's Awards and other national awards have been reviewed and adapted to ensure their relevance into the future.

Education Modules

The Association has developed a comprehensive suite of Club Officer training programmes as well as an 'on-line Club Manual', which provides advice for club officers on all aspects of GAA activity. This manual and other club resources are available on the Clubzone of the GAA website. In 2012, for example, 24 counties participated in the club officer training programme, involving over 2,000 club officers.

Online Membership System

The completion of the roll out of the online membership registration system was achieved in 2010. Each year, 500,000 players and members are registered on the system, allowing the Association access to statistics on participation, etc. This will be further enhanced in the future.

Volunteer Recruitment 'Toolkit'

A Volunteer Recruitment Toolkit is now available on the Clubzone of the GAA website. This toolkit provides a range of advice for club officers as well as 'best practice' case studies from clubs around the country.

Officer Structure Review

The Club and Community Committee completed a review of club officer roles prior to Congress 2012– this has led to adaptation of some of the roles which have in turn been updated on the Clubzone.

Directory of Services

A complete directory of services is compiled in Croke Park on an annual basis and is circulated to county and provincial officers within the Association.

Croke Park Open Day for Officers

An annual training takes place in Croke Park for each one of the officer groups at county level; this facilitates networking and sharing of information and best practice between county, provincial and national officers.

Our Services to Officers

A value for money assessment of our service to officers is completed as part of the performance management process within Croke Park on an annual basis.

2009-2011: What is outstanding?

Intranet

An officers' intranet website forum and frequently asked questions section has been piloted in 2011, and this is currently being evaluated. A decision to roll this out will be taken in 2012.

Dedicated Workshop

A workshop that focused on volunteering was successfully trialled in Kildare, with 80 participants from clubs around the county. However, it has not been rolled out nationwide as volunteering is now discussed as part of the club officer training programme.

Establishment of Key Performance Indicators and Phone Call Monitoring

These were not completed in the last period of the plan but a performance management process has been extended to include all full time personnel within the Association; this is inclusive of staff at national, provincial and county level.

Proposed New Key Projects 2012-2015

Accredited Facilitator Programme

In order to help the Association roll out various club development programmes, including officer education, club planning and club accreditation, we will identify and train a group of facilitators using an accredited training course to deliver these programmes to our clubs around the country.

National Club Award Programme

In conjunction with the National Club Accreditation Programme, we will develop an annual National Club Award Programme where we will award clubs on a county, provincial and national basis, based on their completing the national club accreditation programme. These clubs will have demonstrated best practice in club administration and games development.

County Convention Review

A review of the County Convention format will be completed to assess its suitability for the future needs of the Association.

Clubzone Section of the GAA.ie Website

We will continue to develop the Clubzone of the GAA website so that it is interactive and the number one resource for our club officers for information on all aspects of club activity. We will communicate this resource to our clubs so that all officers are aware of this resource and we will also track satisfaction levels from club officers.

Goal-setting Process

A new goal-setting process will be developed to assist each county executive officer in their role within the county and a training programme will be put in place.

Area	Action	Outcome Sought	Responsibility	Timescale
Club Officer Resources	Clubzone section on Website: The Clubzone section of the GAA website will be updated with best practice examples from clubs around the country	The Clubzone becomes the resource of choice for Club Officers seeking information	Club and Community Committee	Annual
	Club Officer Training: The Club Officer Training Programme will be delivered in each county	Provide Club Officers access to the latest thinking and resources on an annual basis	Club and Community Committee	Annual
	E-Learning: Club officer education resources made available on the Association's e-learning resource	Provide Club Officers access to the latest thinking and resources on an annual basis	Club and Community Committee	2013
County Officer Training	County Officer Training: Training for our County Officers provided on an annual basis	Provide County Officers access to the latest thinking and resources on an annual basis	Club and Community Committee	Annual
Club Programmes	National Club Award Programme piloted National Club Award Programme piloted	A new format for a Club Awards Programme will be developed	Club and Community Committee	2013
Officer Training	Accredited Facilitator Programme: Four facilitators from each county trained and accredited	Third party Certification Programme in place	Club and Community Committee	2012
County Communication processes	County Convention: A review of the format of County Conventions will be completed	Adapt the County Convention format if appropriate	Club Committee	2013
County Executive Goal-setting Process	Development and roll out of goal-setting process for each member of each County Executive	Key goals and feedback on performance for each county officer. Training plan in place for voluntary County Officers	Croke Park, and County Chairperson/ Secretary Croke Park HR Team	2012

6. Club, Culture and Community

Our Aim: Keep and strengthen our links with all communities and deliver and monitor high-quality service to our officers.

In 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. 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.”

2009-2011: How did we do?

GAA Crest

We completed the GAA Club Crest Wall in 2010, which is located outside the GAA Museum. This wall contains the crests of over 2,000 GAA units in Ireland and around the world.

History Initiative

The Association completed its social history project through Boston College. This was launched to coincide with the 125 year anniversary of the Association. A second project has also been completed detailing the social history of the GAA on a county by county basis.

Lá na gClub

Lá na gClub was held in 2009 as part of the Association's 125 celebrations. Across Ireland and the world, over 2,000 GAA clubs celebrated their Gaelic games heritage through a variety of events on the 10th of May. Lá na gClub was also held in 2010.

Alcohol and Substance Abuse Programme (ASAP)

The GAA ASAP Programme continues to expand with over 1,000 club officers now in place. The 'Off the Booze and On the Ball' initiative in January 2012 attracted the participation of over 200 clubs.

GAA Social Initiative Project

The GAA Social Initiative Project was established in 2010 to promote greater inclusion for older men within the club unit of the Association. Now in its third year, the project caters for over 10,000 men and engages a network of over 185 clubs.

Ag Éisteacht Programme

The President and Director General began a series of meetings with clubs whereby they met with the Club Executive Committee to discuss all issues of importance.

In total, over 100 clubs were visited, with at least one being visited in each county.

Gaeilge

Initiatives to support greater use of Gaeilge within the Association have been included in the Culture Section within the County Strategic Plan.

2009-2011: What is outstanding?

Club Maith

The Ulster Council has continued in the rollout of its successful Club Accreditation Scheme, known as Club Maith. This scheme provides accreditation for clubs based on a range of criteria from club administration to games development. However, this has not been rolled out to the rest of the country as of yet.

Members' PIN

After an evaluation it was decided not to proceed with the introduction with a Members' PIN in isolation but to evaluate its introduction as part of the development of the membership database process within the Association.

Proposed New Key Projects 2012-2015

Online Club Officer Training

We will develop a suite of club officer training programmes for the Association's new online E-Learning Portal. These training programmes will be available to all members of the Association so that they can learn about their role when they need to.

Expansion of the Social Initiative

We will undertake a full evaluation and review of the scope and reach of the Social Initiative Programme to provide greater access to potential participants to the programme by increasing the number of clubs and other community groups over the duration of the plan.

Scór

We will allocate a resource within Croke Park to support the needs of Scór and we will complete a full review of the existing structures and operations of Scór in order to develop a comprehensive plan to support the growth of Scór.

One Club Model

We have developed the framework of the one club model to facilitate voluntary integration of Ladies Gaelic Football, Camogie and GAA structures at local level to facilitate the establishment of cohesive single community within each club.

Expand the Alcohol and Substance Abuse Programme (ASAP)

Continue to roll out the ASAP Programme and develop

its application further with clubs throughout the Association to expand the programme to embrace the concept of promoting a health and wellness amongst our members.

The Gathering

We will support The Gathering, an Irish Government's initiative, by promoting this through our network of overseas units.

Area	Action	Outcome Sought	Responsibility	Timescale
Gaeilge	Promote greater use of Gaeilge across the Association	Web template in place to help encourage the use of Irish in our clubs	National Cultural Co-ordinator	2012
		McNamee award to recognise outstanding communication 'As Gaeilge'	Communications Team	
Scór	Review of Scór program and develop recommendations to enhance the program.	To determine how we can increase Scór participation around the country	Croke Park	2012 2013: 10% increase in number of clubs participating 2014: 10% increase in number of clubs participating
		Build a national Scór website	Croke Park	
ASAP Program	All Clubs with ASAP policy in place	To ensure that all of our clubs are following best practice in alcohol and substance abuse prevention	ASAP Officer	2012
Program	Expand the program to a health and wellness initiative	Expand the programme to a health and wellness initiative	ASAP Officer	2013
GAA Social Initiative	To increase activity in the programme	To increase activity in the programme	Social Initiative Officer	2013
Cultural Officer Training	All counties to hold a training seminar for their cultural officers.	All counties to hold a Training Seminar for their Cultural Officers	National Cultural	2013
Cultural Officer Resources	Material and advice developed for Club cultural officers	Improve on resources available to Cultural Officers	National Cultural	2013
One Club Model	Roll out the one Club model framework.	One Club Model framework in place in all units across the Association in conjunction with Ladies Football and Camogie	National Club and Community Committee	2015
Club Accreditation	National Club Accreditation Program developed and piloted	New accreditation programme with a minimum of five clubs per province participating in the pilot	National Club and Community Committee	2013

Case Study:

St. Dominic's, Co. Roscommon

The parish of Knockcroghery comprises the ancient parishes of Kilmain, Killenvoy, St. John's and Rahara. In 1973 a new amalgamated club was formed under the name of St Dominic's.

St Dominic's GAA participate in Football, Hurling, Camogie, Ladies Football and Scór (Scór na nÓg and Scór Sinsear). The Club has 251 adult members and 343 juvenile member and fields 33 teams. The club operates under one Executive Committee. There are a number of subcommittees who look after the day-to-day running of camogie, ladies football, Gaelic football, hurling and other activities.

Club Chairperson, Dave O' Connor, said that since the move to being 'One Club', it has developed and grown to be one of the strongest clubs in Roscommon.

"The club has a 'one for all and all for one' mentality, unlike in times past when each section just looked after its own affairs. The club is like any family, and in any family everyone needs to contribute their fair share in order for the club to run smoothly.

"There is a huge advantage of being under the one umbrella, as each individual, male or female, can participate in the different activities organised by the club, namely, Gaelic football, hurling, camogie, ladies football and Scór. Our model isn't perfect and it still needs some tweaking, but the advantages of the One Club Model are many, including a greater number of people to spread the workload etc. We also fundraise as one unit, which has added benefits for all codes.

"Our experience of this move has been very positive and I would encourage clubs to look at moving in this direction."



"The club is like any family, and in any family everyone needs to contribute their fair share in order for the club to run smoothly."

7. 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.”

2009-2011: How did we do?

Appoint dedicated Inclusion and Integration Officer

An Inclusion and Integration Officer, funded by the Department of Justice, was appointed in 2010. The role of this officer is to implement that National Inclusion Strategy and provide advice to our units.

Inclusion Strategy

In 2009, the GAA, Ladies Football Association and the Camogie Association published an inclusion strategy document, which was launched by Minister Conor Lenihan, TD. This strategy document sets out clear goals and objectives for the three Associations. This included the adoption in rule of an anti-sectarianism and anti-racist policy.

Media

Members of the non-Irish national media have been brought to Croke Park for major games over the last three years and introduced to the Association and our games.

Camogie and Ladies Football

The One Club Committee, consisting representatives from the three Associations, published its report on integration at club level. The report recommended the merging of rules on Club Administration and

Membership across the three Associations as well as other recommendations to encourage the coming together of the Associations at club level.

Welcome Pack and Club Manual

The Association developed a DVD in seven languages to introduce Gaelic games and the GAA to newcomers to our country. A chapter on ‘Inclusion in the Club’ and a ‘Glossary of Terms’ has been added to the online Club Manual.

New Games Formats

Work has taken place in developing and promoting wheelchair hurling and ‘Beep Rounders’ for children with visual impairment. The ‘Respect’ games that were played at half time in inter-county league games in 2011 also included children with a disability.

Ulster Council Initiatives

The Ulster Council continues to roll out the community engagement and outreach section of the National Plan. Projects which are core to that work include;

- The Cúchullian Cup blitz, which now has over 250 children participating in gaelic games from the controlled education sector.
- In 2011, the cross community Roe Valley Cúchullians from Limavady, which represented two controlled sector schools, two maintained sector schools and a second level secondary school, participated in the American Board GAA Youth Games, which were held in New York.
- Ulster GAA staff and representatives provided 33 good relations talks to non-traditional GAA groups linked to local government.
- 12 non-traditional groups visited GAA county grounds across Ulster as part of the Rural Development Network’s Cross Border Rural Enabler Programme.

Diversity Training and Education

All full time Games Development staff have undertaken diversity training, organised and delivered by the Equality Authority.

2009-2011 – What is outstanding?

Coach and Officer Training

Specific courses have not been designed. However, the Award 1 Coach Education Course includes a module on Disability Awareness. Modules covering diversity training for coaches are being developed.

Have-a-Go Days

Have-a-Go Days promote participation in our games by people of all ages, abilities and nationalities. A successful Intercultural Gaelic Football tournament was held in association with Sport Against Racism Ireland in 2011. While there has been activity in a number of clubs, we wish to expand on this.

**Proposed New Key Projects
2012-2015**

Intercultural Schools Blitzes/Tournaments

We will work with Cumann na mBunscol/Bunscoileanna to organise small-sided intercultural blitzes and

tournaments. The games will be based on the Go Games (Primary School) and the Social and Recreational Games (Second Level).

Disability Sports – All-Ireland Finals: Wheelchair Hurling/Adapted Football

It is envisaged that these events will become annual events and will be staged at the same time at central venues in the Féile na nGael and Féile Peil na nÓg host counties.

GAA National Inclusion Forum

The GAA National Inclusion Forum will become an annual event, discussing all aspects of diversity and promoting best practice in inclusion and integration.

Area	Action	Outcome Sought	Responsibility	Timescale
Games Opportunities	Intercultural Schools Blitzes/ Tournaments Blitzes held each year	A network of Intercultural Blitzes established across the country	Inclusion and Integration Officer and County Games Teams	Annual
	Social and Recreational Games Promote the GAA Recreational Games to new communities	Greater awareness of recreational games format and venues amongst new Committees.	Inclusion and Integration Officer and County Games Teams	Annual
	Have-a-go Days At least 10 clubs per year hold one of these events	Promote greater awareness and accessibility of the GAA within new communities	Inclusion and Integration Officer and County Games Teams	Annual
Education	GAA National Inclusion Forum Forum to discuss best practice held	Forum in place	Inclusion and Integration Officer	Annual
	Diversity Training Module Module on Diversity developed for coaches	Diversity Training in place for all Level 1 coaches at child, youth and adult levels	National Coaching and Games Team	2012
	National Diversity Day	Promote the Concept of National Diversity linked with the GAA activities	Inclusion and Integration Officer	Annual
	Club officers Module on Diversity included in all Club Officer training days	Diversity module available on Clubzone section of GAA.ie	Inclusion and Integration Officer	2012
	Respect Initiative Respect games held at half time in inter-county games	Create greater awareness of the Respect Initiative at all levels within the Association	Inclusion and Integration Officer	Annual

8. Financial Excellence

Our Aim: Continue to build on our 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 practices and structures.”

2009-2011: How did we do?

Governance

We put in place governance and guidelines over the period of the Plan in line with best practice.

Training and Development

We have put in place a standard training development programme for county treasurers and established a resource centre for experienced treasurers within the Association.

Quarterly Forum

A Quarterly Forum is held with the county treasurers to facilitate networking and to provide updates as to developments within the financial area.

Common Standards

A common set of standards are in place including the achievement of a standardised financial calendar and universal reporting systems. The roll out of the financial software has been completed in 16 counties and is envisaged to be completed by 2012-2013.

Merit-based Funding

The Association has been very successful in rolling out a merit-based funding process. It is envisaged to extend the merit-based funding concept to embrace further opportunities within the Association.

Financial IT Strategy

The financial IT Strategy that was developed as a separate process to the National Plan has been completed successfully. A full review of the existing Plan has been initiated and work has commenced on developing an IT plan for the period 2012-2015. A club financial reporting software package developed by ‘Yendo’ has been available to clubs.

2009-2011: What is outstanding?

Key Performance Indicators

While some work has taken place in this area through the performance and project management process,

further work is required to roll this out to each department within Croke Park.

Five-year Rolling Financial Plans

Five-year Rolling Financial Plans have been completed at national level and within some provinces and counties; however further work is required for these plans to be in place within all provinces and counties.

Proposed New Key Projects 2012-2015

Joint Purchasing Project

We will work with the Commercial Marketing Team and the sponsorship partners of the Association in identifying and delivering savings to club and county units with regard to the purchasing and supply of key services and goods.

Club Vesting Framework

The Association has developed a new Club Vesting Framework which will offer a cost effective framework for clubs who wish to vest their club property within Croke Park to provide a greater level of protection to their trustees. This will be a voluntary process which will be available to clubs over the next few years.

Software Package

We will complete the roll out of the new Software Package roll out to all counties and to ensure that the counties are utilising the new data to assist them with the financial management in their respective counties.

Completion of the new IT Strategy

Development of a new comprehensive IT Strategy that will meet the requirements of the Association and prioritise each project based on an agreed hierarchy.

Insurance Scheme Consolidation

Evaluate the potential of merging / integrating the insurance schemes of Ladies Football, Camogie, and the GAA to assess any potential savings that could be derived from economies of scale by combining into a single provider.

Taxation Code of Practice

Derive in conjunction with units and the revenue commissioner the code of best practice in relation to taxation.

National Financial Support

Reorganise existing resources to establish a small dedicated finance team exclusively focused on providing financial support and expertise to club and county units.

Area	Action	Outcome Sought	Responsibility	Timescale
Joint Purchasing Project	Work with the Commercial Marketing Team and the Sponsorship Partners of the Association in identifying and delivering savings to clubs and counties.	Clubs and counties will derive savings as a consequence of central purchasing agreements	Finance/ Marketing Team	2012
Financial Reporting Software Package	Complete the new Software Package roll out.	All counties are utilising the Software Package to provide financial information to the County Executives on a monthly basis	Finance Project Team	2012
Completion of the new IT Strategy	Develop new IT Strategy with projects prioritised	Publish a clear concise road map outlining the priorities, timelines and resource plan	IT Committee	2012
Financial Key Performance Indicators	Roll out Key Performance Indicators to each department in Croke Park	Each department has Key Performance Indicators in place	Finance Team	2013
Five-year Rolling Financial Plans	Roll out of existing Financial Plans to provinces and counties	Develop a recommendation to present to all three governing bodies following the assessment	Insurance Team/Finance Team	2013
	Develop a set of guidelines for club and county units with regard to Taxation Code of Best Practice	All club and county units have a clear set of guidelines in place to ensure compliance with tax authorities	Finance Team	2012
National Financial Support	Establish a dedicated team to assist distressed clubs and county units	Publish annual set of lessons learned to all units within the Association	Dedicated unit	2013

Case Study

GAA Championship attendances:

Despite that harsh economic climate, attendances at GAA championship games have remained positive, with 1.345 million spectators attending our championships in 2011, showing only a slight decrease of 1.5% on 2010.

The GAA has introduced a number of initiatives aimed at keeping our games attractive to spectators and ensuring the fans continue to receive value for money. These include the very popular GAA Season ticket, which provides fans with great value access to all league games as well as the first round of the championship. Great value ticket packages have also been introduced for games at Croke Park, including the 'Group Pass' and the 'Club Pass', both of which provide discounted tickets for club members.

The Association has entered a new partnership with Irish company Tickets.ie, which provides GAA fans with the facility to purchase tickets online with no service charge attached. Another exciting development is the link up with Musgraves, which will see GAA fans with the facility to purchase tickets at Supervalu and Centra stores.

In 2011, ticket prices at all Central Council games were cut by €5. Children under 16 continue to gain access to all league games free and to all championship games, except the All Ireland finals, for €5 or less. Match entertainment and fan interaction has also been introduced, all of which is helping to keep our games popular.



9. Commercial and Marketing

Our Aim: To maximise the return from the promotion and marketing of our games and our facilities while remaining consistent and honouring the vision, mission and values of our Association.

In 2016 we will be able to say:

“We promote and market our games and our facilities so we can maximise attendances, whilst we maximise the profile of our games.”

2009-2011: How did we do?

Promoting Attendances

Each provincial and county unit has developed and completed attendance initiatives to attract and retain patrons in 2010 and 2011. This has been supported by a number of initiatives developed by the Commercial Team within Croke Park. Despite the challenging economic environment our championship attendances have remained stable.

Ticketing Strategy

The Association launched a series of initiatives including the GAA season tickets, developed a partnership with Tickets.ie, introduced specialised ticket packages that included bundling of games to drive attendances and provide greater access for patrons. Central Council also reviewed ticket prices in 2011 to reflect the current challenging economic environment. The family ticket offer has seen significant growth over the last ten years.

Fundraising Tool Kit

We have developed a fundraising toolkit outlining to club and county units the best practices to be derived from within the Association. This toolkit has been made available to club and county units across the country.

Membership Scheme

The membership database has been completed and in excess of 400,000 membership cards have been issued to the members of the GAA at all levels in 2010 and 2011.

Sponsorship Research

Comprehensive research has been completed with each of the Association’s core sponsors over the duration of their contracts with the GAA. This information has assisted us in modifying our approach in delivering value and an acceptable return for each sponsor.

Relationship with Sponsors

Detailed research was carried out to map our relationship with sponsors and to evaluate the return on their investment with the Association.

2009-2011: What’s Outstanding?

Appointment of a Project Manager

The Association decided not to appoint a project manager to manage the relationships with national and local authorities. We are currently evaluating options to assess a potential solution to assist with delivering this responsibility.

Funding Templates

It was envisaged that the project manager would develop these funding templates; this was not completed.

National Sponsorship Revenue increased by 5% and Attendance Revenues up 5% annually.

Over the last number of years, the economy has experienced a significant downturn and revenues in all organisations have been impacted. The Association has managed during this challenging period to maintain both its revenue and its attendances.

Proposed New Key Projects 2012-2015

To Deliver Budgeted Operating Profits for the Association.

The Commercial and Marketing Teams will work to maximise the utilisation of the Stadium campus and the marketing and promotion of our games to deliver the budgeted revenue and profitability figures for the Association each year.

Sponsored Super Club Draw

The Commercial Team will evaluate the potential of a super club draw to deliver a financial return to each club within the Association maximising our relationship with our national sponsorship partners for the benefit of our clubs.

Increasing Attendances at Matches across the Country

Develop a comprehensive attendance strategy and promotional plan that will market our games to existing and potential audiences, nationally, provincially and throughout the county grounds that will deliver a targeted increase per annum.

To Reinforce the GAA Brand as the Number One Family Brand in Ireland

The Commercial and Marketing Team will develop a series of initiatives promoting the GAA as a destination for families delivering good value and entertainment.

To Build on the Existing Membership Scheme

To create a new framework around the existing membership systems to deliver value to members with respect to access to ticket and merchandise, allowing the membership system to become self-funding and a

new recruitment tool for prospective members of the Association.

To Develop the Digital Architecture Structure for the Association

The Commercial and Marketing Team will work with the Communications Team to develop a digital framework to allow national, provincial, county and club units to derive a new revenue model from broadcasting their fixtures online and through new media platforms.

Section One – Commercial Operations within the Association

Area	Action	Outcome Sought	Responsibility	Timescale
Digital Architecture	Develop a new Digital Framework for hosting fixtures	A Digital Framework will be in place to allow national, provincial, county and club units to derive a new revenue model from broadcasting their fixtures online	Marketing Team	2013
Sponsorship	Evolve the existing model to create greater opportunities for synergies with partners and open up the potential of BRIC Investment	Continue to grow revenues from Sponsorship support from our games	Commercial/ Marketing Team	2012-2013
Licensing/ Publishing	The Commercial Team will evaluate the potential of a Super Club Draw	To deliver a financial return to each club maximising our relationship with our national sponsorship partners for the benefit of our clubs	Commercial/Marketing Team	2013
GPA/GAA	Build on the existing partnership model to establish functional Joint Venture	Agree a joint marketing and promotional framework to attract and secure partners	Marketing/ Commercial/GPA	2014
Membership Scheme	Build on the current membership framework to deliver delivering value for members	365 connectivity to members – a recruitment tool and a self-funded model	Marketing Commercial Team	2013
Marketing	Develop an 'expert' advisory group to assist the Association	Quarterly meetings in place Value for money assessment tools	Director of Commercial and Stadium Operations	2012

Section Two - Commercial Operations within the Croke Park Campus

Area	Action	Outcome Sought	Responsibility	Timescale
Suite/ Corporate Box Renewals	Develop a new model for the renewals of Suites	We will target a minimum occupancy each year	Marketing Team	2012-2015
Premium Seats	Develop the Príomh project further creating greater 'Value' for members	We will target a minimum occupancy each year	Commercial/	2012-2013
Non-match Day	To develop a comprehensive offering utilising the Stadium during non-match days.	Develop the facilities and the offerings to offer 20 events each year	Commercial/Marketing Team	2013
Match Day	Create a new Merchandising and Franchise Strategy whilst delivering value for money	Increase the spend per patron by 5% during each match day whilst delivering value	Marketing / Commercial/	2014
Special Events	Stadium Team	2012-2015	Marketing Commercial Team	2013
Marketing	Continue to build the frequency of Special Events while being respectful and maintaining good relations with neighbours	To deliver revenue and profitability as per budget	Marketing Commercial Team	2013
Consultancy	Develop an 'expert' Advisory Group to create revenues by advising other stadia in areas of excellence	Create a new revenue stream for the association utilising the expertise of the Stadium team	Stadium Team	2012
Museum	Continue to develop the Museum as a profitable attraction within Croke Park	Increase visitor numbers by 10% per annum and deliver an acceptable return for the Association	Museum Team	2012 -2015

10. Urbanisation

Our Aim: Increase the number of volunteers and players active in clubs and schools in urban areas over the duration of the Plan.

In 2016 we will be able to say:

“We have increased the numbers of volunteers and players active in clubs in urban areas by 20% over the duration of the Plan. We have done this by putting in place initiatives that put the Club in the centre of the community. A dedicated national Sub-committee reporting to Coaching and Games Development is responsible for targeting results in each area.”

Key project: National Urban Development Plan

2009-2011: How did we do?

The following is an outline of the Key Projects that have been delivered:

National Steering Committee

A National Steering Committee was put in place and steering committees were established in all Group 1 areas and within pilot committees in some group 2 and Group 3 locations.

GAA Identity

A specific marketing and communication programme was put in place to support the roll out of the GAA urban pilot programme in 2011. This increased the profile of the GAA within 11 key urban areas and attracted greater participation with the pilot programme.

Club Boundaries

Each Urban Committee within each Group 1 area completed a review of the respective Club Boundaries to ensure the maximisation of participation within their area.

Centres of Excellence

Centres of Excellence were completed in Dublin, Limerick, Waterford, Belfast and Derry over the last two years of the Plan. Additional facilities in Cork, Galway and Sligo are targeted for completion over the next period.

Recreational Games

Recreational games have been promoted successfully within each urban area as part of the Urban Pilot that was completed in 11 locations during the summer of 2011. It is intended to build on their success and establish a recreational games hub in each county during 2012.

Development Squads

Development Squads have been put in place within each urban area as part of the coaching and games plan for each county.

2009-2011: What is outstanding?

Volunteer Training

As part of our Urban Pilot in 2011, initiatives were supported by volunteers in each location. It is the intention of the National Urban Committee to develop a training module to assist volunteers support similar initiatives into the future.

Club Structures

The process of reviewing club structures is ongoing within the counties, and therefore not complete. Counties will continue to review and modify their bye-laws based on the requirements to increase participation within their club structures.

Government Agencies

Whilst the pilot embraced the opportunity for partnering with Government agencies in some locations, it was not universal throughout the programme. The National Urban Committee will modify the engagement process with Government agencies for partnering based on the successful outcomes achieved in some locations during the pilot.

Proposed New Key Projects 2012-2015

Phase 2 of National Urban Development Plan

Following the successful completion of the Urban Pilot Programme in 2011, a new and comprehensive initiative will be developed and delivered in targeted urban areas, supported by a targeted marketing and promotion campaign. This initiative will focus on the three (or more) development models, outlined as follows:

1: New Club Support Programme

We will develop a package of support measures to help new clubs in urban areas. This will be trialled in Dublin.

2: Club Renewal Project

We will work with existing clubs in a targeted renewal programme that will assist those clubs to reorganise and re-energise.

3: New Participation Model

We will develop a new participation model that will focus on a team-based approach to games development at child and youth level, feeding in to established clubs at adult level.

4. Rural Depopulation

Develop an approach to assist County Committees in areas where communities have been impacted significantly by Rural Depopulation and assist them in ensuring that clubs continue to provide as many opportunities for participation in competitions for their members.

5. Secondary Schools

Work with secondary schools in urban areas to identify ways to increase the level of participation and duration of activity available for teenagers.

Research

The Association will continue to commission and evaluate research with respect to trends in urban areas to assist the Association in planning to optimise participation within the key urban areas.

Engage with Urban District Councils

Develop an engagement model with the Urban District Councils to promote co-operation and partnership in “Just Play” Programme in 2012. This will include the delivery of a City/Town Blitz programme targeted at increasing participation in the Under-14 and Under-16 age group.

Area	Action	Outcome Sought	Responsibility	Timescale
Phase 2 of National Urban Development Plan	Further development of 'Just Play' Plan of 2012	Successful execution in co-operation with the Coaching and Games Team of 2012 plan	National Coaching and Games Team and National Urban Sub-committee	2012 2013 2014
	New Club Support Package developed and trialled in two areas	Develop a new Club support system to support developing new Clubs	National Urban Sub Committee	2012-2015
	Club Renewal Project delivered in targeted areas	Create a new model to assist urban clubs which are facing challenges	National Urban Sub Committee/	2013
	A new participation model developed and trialled in specific areas within the Association with Clubs and County Committees	Development of a new participation model	National Urban Sub Committee	2012-2015
Government Agencies	Develop an engagement process to optimise the engagement of agencies in urban planning	Successful partnership with Government Agencies	Croke Park	2012
Competition Structures	Request a full review of the Summer Schedule of games in key urban locations from fixture planners network	Balanced programme of games provided in urban areas during summer months	Fixture Planners and CCCs	2012
Under-14 and Under-16 Blitzes	Develop a framework for promoting blitzes for Under-14s and Under-16s in urban areas	Blitz programme in place for Under-14s and Under-16s	National Coaching and Games and Urban Committee	2012

Research	Develop the research requirements for tracking Key Demographic Trends within urban areas	Ensure the Association is kept informed of trends to facilitate planning	Urban Committee and Research Committee	Annually 2013 2014
Engage with Urban District Councils/ Local Authorities	Develop an engagement process that leverages the maximum support for increasing participation in urban areas	Partnership and appropriate funding derived from engagement with Local Authorities	Croke Park	Annually
Rural Depopulation	Develop a framework for County Committees to tackle the challenge of rural depopulation	Rural Depopulation framework in place	Urban Committee	Annually

Case Study

Focus on Ballypnehane, Cork City

One of the primary objectives of the Urban Summer Scheme was to attract new participants in Gaelic games in urban areas through providing fun activity. Ballypnehane, a small club located on Cork City's southside, has suffered a decline in the level of playing participants and was struggling to involve local residents in the club.

The Urban Summer Scheme provided an opportunity to rejuvenate the club. One of the most successful initiatives was the 'Hurling on the Green' event organised by John Neville, Cork Urban Scheme Co-ordinator, in conjunction with Martin Timmons, Ballypnehane Underage Chairperson.

Sixty-one local Ballypnehane children took part in 'Hurling by the Green' at the local pitch on Tramore Road. Many parents and local residents attended the event to see the 4th and 5th class children from the two local schools play the first hurling game on Ballypnehane Green in many years. The Ballypnehane club ensured the green was in top condition and refreshments were provided for the children participating.

As part of the Cork Urban Summer Scheme, Ballypnehane entered a hurling team in the Cork under-ten Mini-Leagues. This was the first a Ballypnehane underage hurling team to be entered into a competition since the turn of the century. The finals of the Mini Leagues were played in Páirc Uí Chaoimh and every team that entered got an opportunity to play there.

