



WHERE WE ALL BELONG

ADNTAS 2026
TOWARDS ONE
GAA FOR ALL

GAA Strategic Plan
2022-2026



The GAA is a unique organisation in the modern sporting world in terms of its reach and influence all the while retaining the volunteer and amateur ethos that defines us.

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TEACHTAIREACHT AN UACHTARÁIN

Táim brea sásta an deis seo a bheith agam fáilte a chur roimh foilseacháin Straitéis nua do Cumann Lúthchleas Gael.

It gives me great pleasure to welcome the publication of a new plan for Cumann Lúthchleas Gael 'Aontas 2026 - Towards One GAA for All' which we hope will provide the Association with a clearly defined vision and strategy for the next five years.

The publication of this plan comes on the back of one of the largest consultation processes ever undertaken by the GAA and I would like to acknowledge the input of our members in the process.

To state the obvious, the GAA is a people centred organisation.

It exists for people's enjoyment and is driven by the energy of our members and supporters.

It is this interest, enthusiasm and commitment that fuels our Club network, not only across the country, but around the globe.

It's for this reason that Gaelic games occupy such a central and special place within so many families.

The GAA, Camogie Association and the LGFA aim to offer a safe, welcoming, sporting and cultural outlet to as many people as possible for the length of their lives. The title of this plan 'Aontas 2026 - Towards One GAA for All' underlines our intention as an organisation to come together with the members of the GAA family and align our activities. It is a signal of the direction we hope to take. The title also reflects our commitment to strengthen the connection we have with our members and supporters and make the GAA a more diverse and inclusive organisation where everyone feels welcome to participate in our games and activities.



The GAA is a unique organisation in the modern sporting world in terms of its reach and influence all the while retaining the volunteer and amateur ethos that defines us. Our reputation brings with it high-expectations about the role we should play in supporting the development of not only our members and units, but also local communities across the world. Strategy, however, is fundamentally about choices. Failing to make choices and making everything a priority is a risky move in an environment of finite resources. While we plan to develop the capacity to implement the entire strategy, we have identified our top five priorities for action as:

- 1. Maximum participation among players, coaches, referees and officers**
- 2. A sustainable Association with thriving Clubs at its core**
- 3. Six codes, One Association**
- 4. A connected and inclusive Association**
- 5. Good governance**



Highly successful organisations develop complacency and as they expect success to continue, they stop scanning their environment for signals of the contrary. A failure to plan for the future would be negligent in the extreme and while this strategy does not purport to answer all of the questions we will need to answer in the months and years ahead, it does map out a very public commitment to live up to our purpose and values and pursue a realisable vision of a better future for our members, supporters and communities.

I would like to thank members of the Steering Group who volunteered to assist in the process from start to finish. Their expert input was influenced by strong involvement with the GAA.

I hope and believe that the roll out and implementation of 'Aontas 2026 - Towards One GAA for All' will impact positively on our efforts to safeguard and bolster the future of Gaelic games and we encourage our Clubs and Counties to plan for the future in a similar way, mirroring the vision we have laid out in this body of work.

Rath Dé ar an obair agus go néirí go geal libh.

Labhrás MacCarthaigh

**Labhrás MacCarthaigh
Uachtarán
Cumann Lúthchleas Gael**

TEACHTAIREACHT AN ARD-STIÚRTHÓRA

Is cúis mhór áthais dom fáilte a chur roimh an plean seo do Cumann Lúthchleas Gael agus muid ag ullmhú don todhchaí.

I'm delighted to welcome the publication of this plan for Cumann Lúthchleas Gael after what has been a challenging period, not just for the Association, but society as a whole.

Rarely has the need to map a way forward been more important for the organisation than it is now given the challenges we have overcome and the importance of rebounding in a positive way.

There is no such thing as a plan with an answer for everything or one that covers every eventuality.

However, at the heart of every successful organisation lies a planning process that defines and expresses the scope of the organisation through its purpose, vision, values and objectives. On that front, we are no different.

This is not a strait jacket that the GAA must conform to and fit into. It deliberately leaves scope to be flexible and nimble when the need arises and we have learnt from similar previous projects, when societal changes dramatically altered targets and circumstances. For example, the Covid-19 pandemic has taught us that revenue earmarked for initiatives can never be taken for granted. In addition, we can achieve more as an Association if we can convince as many members, supporters and partners as possible to buy into a shared vision. Accordingly, this strategic plan places more emphasis on the vision of what we want to achieve in specific areas rather than the specific actions we will take and metrics we will use to judge progress.

Organisations must be able to adapt to the changing environment in which they operate.

Plans such as this are destined for dusty shelves if they do not have the buy-in required from those whom it is intended will benefit from organisation-wide improvement.

To that end the engagement we had during the initial consultative phase of the process was hugely encouraging and insightful. We were thrilled to receive over 15,000 responses to our public strategy survey which was expertly analysed by KPMG's business intelligence unit, and 230 semi-structured submissions outlining the long-term hopes and dreams of our key stakeholders for growing Gaelic games.



As a sporting and cultural body, our reliance on volunteerism and the goodwill of members and supporters is impossible to overlook. This special dynamic must always inform our thinking and our planning.

For all the uncertainty we have encountered since March 2020 and the near constant state of flux, as an organisation we have shown great adaptability and resilience in ensuring the continuation of our activities and games.

That did not surprise me, and it should provide us all with hope and confidence as we readjust to what we all hope will be a return to more familiar conditions.

The sense of community evident over the course of the last two years reminded us all of what lies at the heart of the GAA and our intention of enticing as many people as possible to join the GAA community for as long as possible, ties into this directly.

The next five years is sure to see our Association evolve to reflect society as we work to remain relevant and to safeguard our special place in Irish life.

This strategy is aimed at equipping us to engage in that process with confidence and clarity.

I sincerely hope it has the desired effect of further strengthening Cumann Lúthchleas Gael and our games.

Tomás Ó Riain
Ard-Stiúrthóir
Cumann Lúthchleas Gael

VISION

OUR VISION IS A SUSTAINABLE COMMUNITY-BASED AND VOLUNTEER-LED ASSOCIATION WHERE AS MANY AS POSSIBLE, PARTICIPATE IN GAELIC GAMES AND CULTURE, FOR AS LONG AS POSSIBLE.

CLUBS & COMMUNITIES

GAMES

PEOPLE

OUR PURPOSE AND VALUES

ENABLERS

COMMUNICATION

GOVERNANCE & OPERATIONS

RESOURCES

Our Key Focus Areas 2022-2026

THE STRATEGIC PLAN SUMMARY

2022-2026

PURPOSE

Our purpose is to promote Gaelic games, culture and lifelong participation as a community-based, volunteer-led organisation which enriches lives and communities.

VISION

Our vision is a sustainable community-based and volunteer-led Association where as many as possible, participate in Gaelic games and culture, for as long as possible.

VALUES

- Community Identity
- Amateur Status
- Inclusiveness
- Respect
- Player Welfare
- Teamwork and Volunteerism

FOCUS AREAS AND OBJECTIVES

1. GAMES

Providing the best possible games experience for players and spectators

- 1.1 Make Gaelic football and hurling as enjoyable as possible so that players stay playing and spectators enjoy watching games
- 1.2 Ensure players have an adequate number of meaningful games and an appropriate game to training ratio to improve participation and retention
- 1.3 Invest additional resources to safeguard and grow the game of hurling
- 1.4 Evaluate the Association's purpose, role, and impact in the education sector to help schools and further and higher education institutions promote Gaelic games and strengthen relationships which foster mutual support and investment

2. PEOPLE

Giving unrivalled role support and personal development opportunities to players, volunteers and employees

- 2.1 Enable players to reach their potential through high-quality coaching, player supports, and games opportunities
- 2.2 Enhance support services to reduce the administrative obligations fulfilled by volunteers
- 2.3 Allocate the resources needed to grow the pool of referees, overhaul the culture of respect towards them, and improve officiating standards
- 2.4 Consolidate and coordinate all learning programmes under the umbrella of one training unit to ensure quality learning experiences for coaches, officers, players, referees, and employees

3. CLUBS & COMMUNITIES

Supporting Club and community survival and growth

- 3.1 Champion the importance of diversity and inclusion to inspire players and members to participate in our games and activities
- 3.2 Accelerate support for Clubs striving to respond to the impact of population changes in their local communities
- 3.3 Formalise engagement with governments at central and local levels to pursue mutually beneficial goals and initiatives, e.g., urban, and rural regeneration, health and wellbeing, physical activity, social inclusion, etc.
- 3.4 Grow the GAA globally through the provision of enhanced strategic and operational management services for international units

4. COMMUNICATION

Striving for a more connected Association

- 4.1 Develop a proactive communications culture across the Association to enhance our reputation and tell the GAA story in modern ways
- 4.2 Establish a greater connection with members and followers
- 4.3 Give young people additional opportunities to develop as leaders and have their voices heard on major issues facing the Association
- 4.4 Celebrate Irish Language and cultural activities through continuous education and support services for members

5. GOVERNANCE & OPERATIONS

Modernising our governance and operations as part of One Association

- 5.1 Form One Association to govern all Gaelic games codes: Gaelic football, hurling, Ladies Gaelic football, camogie, handball, and rounders
- 5.2 Evolve governance structures at all levels of the Association to deliver administrative services to Clubs and Counties as efficiently as possible
- 5.3 Strengthen policy compliance and risk management measures to safeguard our units, community, and particularly children
- 5.4 Invest in digital technology, data and analytics to enhance the Association's operations

6. RESOURCES

Ensuring the sustainability of our finances, facilities and Association

- 6.1 Refocus the Association's collective attention and resources on the growth of Clubs as the most important units of the Association
- 6.2 Achieve long-term financial sustainability to fund the day-to-day running and strategic growth of the Association
- 6.3 Ensure GAA facilities are developed and managed in a sustainable way
- 6.4 Equip all units to operate in an environmentally sustainable way to mitigate the effects of climate change on GAA units and society

TOP PRIORITIES

1. Maximum participation among players, coaches, referees and officers
2. A sustainable Association with thriving Clubs at its core
3. Six codes, one Association
4. A connected and inclusive Association
5. Good governance

KEY INITIATIVES

1. Referee Investment
2. Club Self-Sufficiency And Sustainability Programme
3. One Association
4. Digital Communications Strategy
5. Evolution of Structures

INTRODUCTION

The GAA Strategic Plan 2022-2026 represents the long-term vision and strategy for sustaining and growing the Association. Our vision represents 'where we want to be by 2026' and our strategy gives direction on 'how we plan to get there.'

This strategy builds on Fís Shóiléir 2021 (the GAA Strategic Plan 2018-2021) which expired in the spring of 2021. The implementation of the previous strategy was vigorously pursued and significant progress has and continues to be made towards achieving its objectives. Naturally, there is a strong level of alignment between the policy directions set out in both documents because the fundamental goals that the Association seeks to deliver remain the same. For example, providing games opportunities, enriching Clubs and communities, developing our people, telling the GAA story in modern ways, and managing our resources in an efficient and sustainable manner.

This strategic plan covers a longer time horizon - five years as opposed to three - and is more focused on providing a sense of vision for the future, as opposed to setting out the detail of the specific actions we will undertake. Both of these changes were deemed important to give all units of the Association an opportunity to align their plans and actions with the Association's overarching strategic vision.

This document describes:

1. The Association's strategic context – how we are governed, our current position and how this strategy can make a difference
2. Our approach – the process we followed in developing this strategy
3. Our purpose and values – why we exist and what core enduring principles guide how we should operate as an Association
4. Our vision and strategy – where we want the GAA to be by 2026 and how we plan to get there
5. Our implementation plan – how we plan to implement the strategy
6. Appendices – the Steering Group member profiles, a detailed overview of the process, a selection of research findings, and the list of consultees.

OUR STRATEGIC CONTEXT

HOW THE GAA IS GOVERNED

The GAA is a not-for-profit organisation comprised of constituent units and individual members. The operation of the Association is governed by the Official Guide - a detailed constitution which sets out the structure and rules for both the administration of the organisation and the playing of the games.

The supreme authority within the GAA is the Congress. This body meets annually and is comprised of delegates representing counties and other units of the organisation. Among the powers of Congress is the authority to enact, amend, or rescind rules in the Official Guide. The Uachtarán is elected by Congress for a three-year term and his/her role and responsibilities are governed by the Official Guide.

A total of 1,616 Clubs in Ireland and 450 overseas promote Gaelic games in their local communities.

In between annual Congresses, the supreme governing body of the Association on an ongoing basis is Ard Chomhairle (Central Council). It controls the national competitions, and its jurisdiction extends over the Association in all matters. Ard-Chomhairle is comprised of delegates elected by the member units to serve a specified term.

An Coiste Bainistíochta (Management Committee) is comprised of the Uachtarán, the Ard-Stiúrthóir (without voting rights), the Uachtarán Tofa (if in office) the immediate Iar Uachtarán for the year after his term of office as Uachtarán, the Chairpersons of the Provincial Councils, the two Representatives of Congress, one Central Council member from each of the four Provinces, and two nominees of the Uachtarán and Ard-Stiúrthóir, together with the following who do not have voting rights: the Finance Director, a Representative of the Camogie Association and a Representative of the Ladies Gaelic Football Association. An Coiste Bainistíochta meets on a regular monthly basis to review the performance of Ard Chomhairle and to determine long-term objectives and strategies.

The Club is the basic Unit of the Association. A total of 1,616 Clubs in Ireland and 450 overseas promote Gaelic games in their local communities. All Clubs report to Divisional and County Committees who in turn report to the Provincial Councils and Central Council.



KEY FIGURES 2021



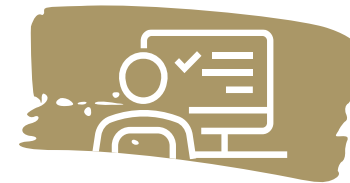
2,066

CLUBS AFFILIATED
(1,616 Ireland + 450 International)



368,662

INTER-COUNTY CHAMPIONSHIP ATTENDANCES 2021¹



587,758

REGISTERED MEMBERS



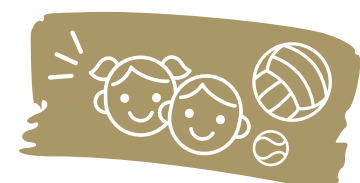
990K

TOTAL SOCIAL MEDIA FOLLOWERS



314,420

REGISTERED PLAYERS¹



136,546

CÚL CAMP REGISTRATIONS



20,762

REGISTERED TEAMS¹
(Ireland only)

The GAA Strategic Plan 2022-2026 represents the long-term vision and strategy for sustaining and growing the Association.

¹ The Inter-County Championship attendance figure in 2019 - pre-Covid-19 - was 897,975. The registered players and registered teams only includes females up until the under 12 grade.

OUR STRATEGIC CONTEXT

HOW THIS STRATEGY CAN MAKE A DIFFERENCE

An organisation-wide strategy is generally concerned with the long-term direction of the organisation. It is specifically concerned with its overall scope and how resources are prioritised. In most sporting organisations across the world, strategic plans range from three to six years in length. They are rarely longer due to the implementation challenges arising from the relatively frequent change of presidents - every three-to-five years in most sports organisations - and pace of change in the world. For instance, consider how much has changed in the last three years alone due to Covid-19 and Brexit.

While it is useful to know how far other sports plan ahead, the two key questions for the GAA to determine an appropriate timespan are: 1) What changes do the Association want to achieve?, and 2) How much time will be needed to achieve these changes?

In 2018, an independent review of strategy procedures within the GAA recommended that the Association move from a three to five-year plan to allow its units, in particular Counties and Provinces, more time and guidance to align their strategic plans with the Association's strategy. Having considered various factors,

An Coiste Bainistíochta approved a project proposal for the current strategy that incorporated a five-year plan to include a mid-point review in 2024 to allow the new Uachtarán an opportunity to refresh the approach to implement the overarching strategy. Accordingly, this strategic plan aims to express the GAA's direction and scope between now and 2026 through the purpose, vision, values, and objectives set out in this document.

It is important, however, to distinguish between the different interpretations of vision and strategy. Whether a strategy is three, five or ten years, the vision must be longer than that. A comprehensive long-term visioning exercise is extremely valuable to identify the long-term issues and challenges shaping the future of an organisation and their policy implications. The GAA benefited greatly from the GAA Strategic Review (2002) and Coiste idTreo 2034 (2018) reports in this regard.

While the vision in such reports can feel distant, their longer-term perspective must be considered to develop strategy. The GAA Strategic Plan Steering Group has considered both strategic reviews and was aided by the fact that some volunteers on the Steering Group were involved in crafting both of these documents. However, it believes that this strategic plan is best suited to providing the Association with the coherence and coordinating actions needed to reach a desirable state by 2026 and asks all GAA members and followers to back the implementation of the strategy.

OUR STRATEGIC CONTEXT

OUR PLAN FOR ADDRESSING FUTURE ISSUES BEYOND 2026

Like all organisations, the GAA faces many challenges and opportunities which require long-term thinking and solutions, especially external factors in our broader environment. For example, changing demographics, new planning legislation, evolving lifestyles and attitudes to volunteering, dropout from sport, the shift to digital communications, environmental sustainability, globalisation, Brexit, the Covid-19 pandemic and the increased focus on the health and wellbeing of children, young people and adults to name but a few. However, there is no universal strategic planning approach that the GAA can take off the shelf and apply to every issue.

While setting-up task forces to anticipate early warning signs of change and identify potential responses are useful, the Association's challenge is to find effective ways to embed long-term strategic thinking into the everyday processes of volunteers and employees, so that the relevant conversations are taking place when needed to discover solutions.

The Association's existing structure of sub-committees comprised of experts and experienced volunteers in different areas has served the GAA well in this regard. Nevertheless, there is scope for the Association to become even more strategic in its outlook. To help increase our expertise, An Coiste Bainistíochta will make the Association's strategy a standing item on its meeting agendas to ensure that emerging strategic issues are being identified and considered by the relevant sub-committees. Where appropriate, new sub-committees and task forces will be established to undertake strategic projects.

Where appropriate, new sub-committees and task forces will be established to undertake strategic projects.



OUR APPROACH

In March 2021, An Coiste Bainistíochta appointed a strategy development Steering Group to coordinate the development of this strategic plan. The general remit of this group was to research 'Where the GAA is today' and 'Where the GAA should be by 2026' by


reviewing existing policy documents, research and consulting with everyone who wanted to have a say in shaping the GAA's future.

The group consisted of the following volunteers and staff:

- **Larry McCarthy** (Uachtarán CLG)
- **Tom Ryan** (Ard-Stiúrthóir CLG)
- **Conor McCarthy** (O'Donovan Rossa, Cork)
- **Dr. Elish Kelly** (Padraig Pearses, Roscommon)
- **Pat Gilroy** (St. Vincents, Dublin)
- **Paul Foley** (Patrickswell, Limerick)
- **Prof. David Hassan** (St. Mary's GAC, Banagher, Derry)
- **Shane Flanagan** (Johnstownbridge, Kildare)
- **Tim Murphy** (Brosna, Kerry)
- **Ruairí Harvey** (Organisational Development Manager CLG)


The Steering Group met 14 times in total and conducted an extensive programme of research with people at every level of the Association to establish the key issues facing the Association before developing the strategic plan. This process involved:

150 
INDIVIDUAL SUBMISSIONS

15K 
SURVEY RESPONSES

80 
GROUP SUBMISSIONS

20 
DOCUMENT REVIEWS

12 
FOCUS GROUPS


NUMEROUS PRESENTATIONS

See **Appendix 1** for a synopsis of Steering Group member backgrounds and a detailed overview of the planning process followed. **Appendix 2** lists some of the findings from the qualitative and quantitative research that the Steering Group utilised to develop the current strategic plan, while **Appendix 3** lists and acknowledges the individuals and groups who participated in the consultation process.

This document was presented to and officially approved by the GAA Executive, An Coiste Bainistíochta and Ard Chomhairle.



OUR PURPOSE AND VALUES

OUR PURPOSE

Our purpose is to promote Gaelic games, culture and lifelong participation as a community-based, volunteer-led organisation which enriches lives and communities.

- We are dedicated to ensuring that our games and values enrich the lives of our members, families, and the communities we serve.
- We are committed to active lifelong participation for all.
- We provide safe and inclusive facilities and environments for everyone.
- We are committed to applying a sustainable development ethos to managing our resources and activities.
- We actively seek to engage with and include all members of our society.
- We promote individual development and well-being and strive to enable all our members to achieve their full potential in their chosen roles.



OUR PURPOSE AND VALUES

OUR VALUES

COMMUNITY IDENTITY

- Community and Club 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
- We support our members in contributing to the well-being of their respective communities

AMATEUR STATUS

- All our players and members participate in our games as amateurs
- We provide a games programme at all levels to meet the needs of all our players
- We safeguard our position as the leading amateur games organisation in the world

INCLUSIVENESS

- We welcome everybody to be part of our Association
- We are open to diverse opinions and cultures while respecting our Irish heritage and language
- We cater for all abilities

RESPECT

- We respect each other on and off the playing field
- We operate with integrity
- We listen to and respect the views of all

PLAYER WELFARE

- We provide the best playing experience for all our players
- We structure our games to allow players of all abilities to enjoy our sports and reach their potential
- As with our players, we value the welfare and wellbeing of all our members

TEAMWORK AND VOLUNTEERISM

- We are a volunteer-led and democratic organisation
- We flourish through the voluntary efforts of our membership
- Our voluntary ethos inspires the engagement of members in the broader community
- The cornerstone of our Association and sustainability is effective teamwork on and off the field.
- We celebrate and support the contributions of our volunteers and employees



OUR VISION AND STRATEGY

OUR VISION

OUR VISION IS A SUSTAINABLE COMMUNITY-BASED AND VOLUNTEER-LED ASSOCIATION WHERE AS MANY AS POSSIBLE, PARTICIPATE IN GAELIC GAMES AND CULTURE, FOR AS LONG AS POSSIBLE.

KEY FOCUS AREA	VISION DESCRIPTION
1. GAMES Providing the best possible games experience for players and spectators	<ul style="list-style-type: none"> Gaelic games will be the most enjoyable amateur sports in the world to play and watch. Every player will have an adequate number of well-organised games and competitions to play in, irrespective of their code or County. Hurling will grow exponentially, arising from an increased investment in the division 2 and 3 hurling counties. The Association will work much closer with the education sector to promote Gaelic games in schools and further and higher education institutions.
2. PEOPLE Giving unrivalled role support and personal development opportunities to players, volunteers and employees	<ul style="list-style-type: none"> Every player will be supported to maximise their potential through quality games, coaching and support services. We will have sufficient numbers of well-supported volunteers to fulfil the Association's primary activities in an enjoyable manner, e.g., coaching, officiating, administration, etc. Referees will be recruited and retained in greater numbers. They will officiate games to higher standards arising from an increased investment in training and development, and experience significantly higher levels of respect from players, managers, supporters and followers. Every volunteer and employee can continuously develop their competence and confidence in their roles and lives through high-quality learning courses and pathways provided by a GAA Learning Academy.
3. CLUBS AND COMMUNITIES Supporting Club and community survival and growth	<ul style="list-style-type: none"> The GAA will be recognised as an inclusive organisation where everyone feels welcome to participate in our games and activities, and belong in our Clubs, especially communities with lower levels of participation. Clubs will be empowered to use demographic data and long-term planning to sustain and grow their presence in their local communities. The GAA will have formalised relationships with government bodies on mutually beneficial goals. International units will have access to greater administrative support from the Association centrally to grow Gaelic games globally and promote our appeal beyond expatriates.

KEY FOCUS AREA	VISION DESCRIPTION
4. COMMUNICATION Striving for a more connected Association	<ul style="list-style-type: none"> A proactive communications culture will exist in the GAA which strengthens the connection and communication between GAA officials, units, members, and followers. Everyone will have more opportunities to have their voices heard on the Association's direction to retain the hearts, minds and goodwill of our members and followers. Young people will have more opportunities to develop their leadership potential and influence debates on contemporary issues. Our Irish language and culture will be embraced more widely across the Association.
5. GOVERNANCE & OPERATIONS Modernising our governance and operations as part of One Association	<ul style="list-style-type: none"> One Association will be formed to govern all Gaelic games in an efficient and effective way. Our governance structures will have evolved to ensure Clubs and Counties can avail of first-class administrative services from central, provincial and regional hubs. Our units and members will have committed to compliance with central policies to streamline operations, safeguard our people and reduce governance risks. In particular, children participating in or attending our games shall be entitled to feel safe and be safe. Foireann will have developed as the Association's one-stop-shop for data collection, management and analysis to inform policy decisions.
6. RESOURCES Ensuring the sustainability of our finances, facilities and Association	<ul style="list-style-type: none"> Clubs will be resourced as the most important unit of the Association, and Counties and Provinces resourced more equitably. All units of the Association will be incentivised and assisted to achieve financial sustainability cognisant of our core purpose and values. Facilities will be developed and managed in a sustainable way. All GAA units will be operating in an environmentally sustainable way to mitigate the effects of climate change.

OUR SUCCESS MEASURES

An Coiste Bainistíochta will develop and monitor a set of success measures and targets to evaluate the impact of this strategic plan. Examples include registered members, registered players, registered teams, active volunteers, Clubs affiliated, Club funding, TV viewership, etc.

OUR VISION AND STRATEGY

OUR TOP PRIORITIES

OUR TOP PRIORITIES BETWEEN NOW AND 2026 ARE:

2. A sustainable Association with thriving clubs at its core

Make the Association more sustainable by prioritising Club development, fostering volunteerism, strengthening governance of the Inter-County game, improving our capacity to respond to population shifts and applying a sustainable development ethos to how we manage our resources and activities.

KEY INITIATIVE - CLUB SELF-SUFFICIENCY AND SUSTAINABILITY PROGRAMME

Establish a programme that underpins and reinforces a culture of Club self-sufficiency and sustainability, especially in the areas of coaching, games and player development.

1. Maximum participation among players, coaches, referees and officers

Grow the number of players, coaches, referees, and officers actively participating, and remaining active, in Gaelic games through regular games, quality support services, continuous learning opportunities, and a focus on retention.

KEY INITIATIVE - REFEREE INVESTMENT

Bolster resourcing for referee and match official support activities, respect, and role performance.



5. Good governance

Evolve our governance structures and practices at Central, Provincial and County levels to deliver the most efficient and effective support to our Clubs, members and followers. We also want to build the capacity of volunteers to run self-sufficient units which inspire confidence among our members, uphold our public profile and maintain the trust of our partners.

KEY INITIATIVE - EVOLUTION OF STRUCTURES

Evolve the structures and roles of Central, Provincial and County units to deliver more effective and efficient support services to Clubs and Counties.

3. Six codes, one Association

In conjunction with all Gaelic Games Associations, form One Association to govern Gaelic football, hurling, camogie, Ladies Gaelic football, handball and rounders.

KEY INITIATIVE - ONE ASSOCIATION

Form one progressive and inclusive Association to govern all Gaelic games.

4. A connected and inclusive Association

Develop a stronger sense of connection between GAA officials, units, members and the wider community which results in a more diverse and inclusive Association where everyone feels they belong, have a voice, and can make a difference.

KEY INITIATIVE - DIGITAL COMMUNICATIONS STRATEGY

Invest in the implementation of the GAA communications strategy, especially digital communications technologies such as Foireann which make communication more seamless.



The GAA Strategic Plan 2022-2026 sets out the long-term direction of the Association through choices about the scope of what we will do. It articulates a winning aspiration and direction on how to get there. The specific actions to be taken, people responsible, targets and due dates will be determined by GAA committees, departments and units as part of the implementation process.

OUR STRATEGY

1. GAMES

PROVIDING THE BEST POSSIBLE GAMES EXPERIENCE FOR PLAYERS AND SPECTATORS

SUMMARY OF WHAT WE WILL DO

- Make Gaelic football and hurling as enjoyable as possible so that players stay playing and spectators enjoy watching games
- Ensure players have an adequate number of meaningful games and an appropriate game to training ratio to improve participation and retention
- Invest additional resources to safeguard and grow the game of hurling
- Evaluate the Association’s purpose, role and impact in the education sector to help schools and further and higher education institutions promote Gaelic games and strengthen relationships which foster mutual support and investment

THE CORE ISSUE	WHAT WE WILL DO	HOW WE WILL DO IT
1.1 DEVELOPING THE GAMES	Make Gaelic football and hurling as enjoyable as possible so that players stay playing and spectators enjoy watching games	<ul style="list-style-type: none"> ● Monitor the standard of Gaelic football and hurling to guide future interventions geared towards improving playing standards ● Produce and evaluate an annual report on the state of the games based on evidence gathered over the course of each season. This will assist the Association in identifying prevailing trends that will allow for appropriate responses to be formulated ● Encourage Counties and other such bodies organising Gaelic games, to consider how the scheduling of matches could promote better integration of our games into modern life for players and other volunteers alike ● Encourage all units to work proactively to consider the demands on players and how these may be managed to ensure their experience remains a positive and affirming one and thereby encourage them to play longer
1.2 PROVIDING GAMES	Ensure players have an adequate number of meaningful games and an appropriate game to training ratio to improve participation and retention	<ul style="list-style-type: none"> ● Work with County fixture planners to implement quality standards regarding the provision of games at the Club level ● Enhance competitions formats and fixture scheduling at the Club and County levels to ensure balanced and enjoyable playing seasons for all players ● Develop more cross-County competitions² and new games initiatives as appropriate ● Implement the Gaelic Games Player Pathway (See 2.1 Growing Players) ● Establish an under-19 playing grade at Inter-County level to provide a more appropriate games programme for players at this age

THE CORE ISSUE	WHAT WE WILL DO	HOW WE WILL DO IT
1.3 GROWING HURLING	Invest additional resources to safeguard and grow the game of hurling	<ul style="list-style-type: none"> ● Provide needs-based investment to promote and develop hurling in the Division 2 and 3 hurling counties ● Ensure a minimum number of Club games and competitions are provided for players and teams at a level appropriate to their standard ● Design and deliver County-specific coach education interventions to include the introduction of a mentor support initiative ● Raise the profile of hurling and camogie by building on the Intangible Cultural Heritage status designated by UNESCO³ ● Provide Clubs and schools with start-up grants in line with clear eligibility criteria to help with playing equipment
1.4 COLLABORATING WITH THE EDUCATION SECTOR	Evaluate the Association’s purpose, role, and impact in the education sector to help schools and further and higher education institutions promote Gaelic games and strengthen relationships which foster mutual support and investment	<ul style="list-style-type: none"> ● Engage with the Department of Education to expand the reach of Gaelic games within the school curriculum ● Invest in existing programmes and partnerships which seek to engage primary, post-primary and third-level education providers and students – (See 4.3 Engaging Young People) ● Establish more regular engagement with teachers and educators via structured community of practice forums ● Conduct a review of ‘where we are currently at with Gaelic games in schools’ based on key metrics and other performance measures

² Cross-County competitions provide more games of a similar standard for teams in Gaelic football and hurling across regions. They aim to increase participation, reduce dropout, and improve standards.

³ In 2018, hurling and camogie were recognised by UNESCO as protected cultural activities. This designation provides visibility, awareness, and diversity in cultural heritage internationally.



OUR STRATEGY

2. PEOPLE

GIVING UNRIVALLED ROLE SUPPORT AND PERSONAL DEVELOPMENT OPPORTUNITIES TO PLAYERS, VOLUNTEERS AND EMPLOYEES

SUMMARY OF WHAT WE WILL DO

- Enable players to reach their potential through high-quality coaching, player supports, and games opportunities
- Enhance support services to reduce the administrative obligations fulfilled by volunteers
- Allocate the resources needed to grow the pool of referees, overhaul the culture of respect towards them, and improve officiating standards
- Consolidate and coordinate all training, learning and development programmes under the umbrella of one learning unit to ensure quality learning experiences for coaches, officers, players, referees, and employees



THE CORE ISSUE	WHAT WE WILL DO	HOW WE WILL DO IT
2.1 GROWING PLAYERS	Enable players to reach their potential through high-quality coaching, player supports, and games opportunities	<ul style="list-style-type: none"> ● Align all policies and programmes to the Gaelic Games Player Pathway which repositions Clubs at the centre of player development ● Grow number of active qualified coaches through a flexible modular based education framework ● Re-establish the ethos and principles underpinning Go Games to ensure every child receives game time ● Introduce an organisation-wide Club Health Check to promote self-sufficiency and self-sustainability ● Implement a data-driven research approach to tracking participation levels and measuring programme impact ● Modernise the games development funding model to increase funding for strategic development projects within counties, e.g., 3–5-year time horizon ● Provide a balanced programme of sports science supports to help players fulfil their potential

THE CORE ISSUE	WHAT WE WILL DO	HOW WE WILL DO IT
2.2 SUSTAINING VOLUNTEERISM	Enhance support services to reduce the administrative obligations fulfilled by volunteers	<ul style="list-style-type: none"> ● Simplify the administrative tasks completed by Club and County volunteers, e.g., implement a per-player Injury Fund scheme through Foireann to save Clubs time and fees ⁴ ● Provide both compulsory and optional training modules to help volunteers distinguish between 'must-do' and 'should-do' administrative tasks ● Give young people more opportunities to volunteer, e.g., promote graduated learning and leadership pathways ● Identify and quantify the factors driving the current workload and establish practical policies to address the core issues ● Modernise the structures and roles of the GAA workforce to ensure sufficient capacity to support volunteers, e.g., the value of a shared services model for common administrative services such as finance and HR
2.3 INVESTING IN REFEREES	Allocate the resources needed to grow the pool of referees, overhaul the culture of respect towards them, and improve officiating standards	<ul style="list-style-type: none"> ● Analyse the requirement for additional resources to support the implementation of the GAA Referee Development Strategy (2018) ⁵ ● Build the Association's capacity to develop Club referees ● Modernise committee structures and roles for referee administration, especially at County and Provincial levels ● Resource a major annual referee recruitment campaign ● Engage with referees and match officials to determine practical actions required to improve the culture of respect towards them
2.4 CONTINUOUS PEOPLE DEVELOPMENT	Consolidate and coordinate all learning programmes under the umbrella of one training unit to ensure quality learning experiences for coaches, officers, players, referees, and staff	<ul style="list-style-type: none"> ● Establish a learning academy to lead this project ● Research partnerships with external institutions and training providers ⁶

⁴ The GAA currently adopts a per-team model which results in Clubs incurring a fee for every team affiliated. A per-player model eliminates extra costs for additional teams.

⁵ In October 2018, the GAA launched a Referee Development Plan to maximise the recruitment and retention of match officials: <https://www.gaa.ie/news/referee-development-plan-unveiled/>

⁶ The primary aim of the learning academy ambition is to improve learning opportunities and experiences, rather than introduce mandatory assessment and accreditation for volunteers.



OUR STRATEGY

3. CLUBS AND COMMUNITIES

STRIVING FOR A MORE CONNECTED ASSOCIATION

SUMMARY OF WHAT WE WILL DO

- Champion the importance of diversity and inclusion to inspire players and members to participate in our games and activities
- Accelerate support for Clubs striving to respond to the impact of population changes in their local communities
- Formalise engagement with the governments at central and local levels to pursue mutually beneficial goals and initiatives, e.g., urban, and rural regeneration, health and wellbeing, physical activity, social inclusion, etc.
- Grow the GAA globally through the provision of enhanced strategic and operational management services for international units



THE CORE ISSUE	WHAT WE WILL DO	HOW WE WILL DO IT
3.1 CHAMPIONING DIVERSITY AND INCLUSION	Champion the importance of diversity and inclusion ⁷ to inspire players and members to participate in our games and activities	<ul style="list-style-type: none"> ● Work with County Management Committees to foster an inclusive culture in Club and County environments, e.g., consider the merit of Equality, Diversity, and Inclusion Ambassadors ● Support the GAA's diversity and inclusion function to increase awareness of racism, and best practices for equality, diversity and inclusion ● Resource the enhanced promotion of the 'Our GAA. Where We All Belong' message and the GAA Health Clubs programme⁸ ● Make decision-making bodies more diverse and inclusive, and improve gender balance in the membership of committees ● Utilise resources and supports from Sport Ireland to promote and increase participation among children, adolescents, and young adults, those from lower socio-economic groups, persons with a disability, the LGBTI+ community, the Traveller community and other ethnic minorities

THE CORE ISSUE	WHAT WE WILL DO	HOW WE WILL DO IT
3.2 ADAPTING TO POPULATION SHIFTS	Accelerate support for Clubs striving to respond to the impact of population changes in their local communities	<ul style="list-style-type: none"> ● Develop our government engagement and data analytics capabilities to implement the recommendations set out in the Demographics Toolkit Report (2020) ● Rollout the Geographic Information System (GIS) across the Association to enable evidence-based development planning ● Partner with Planning and Training Committees at Provincial and County levels to engage with Local Authorities and Statutory Bodies regarding shared facilities ● Develop and manage GAA facilities in a sustainable way (See 6.3 Attaining Safe and Sustainable Facilities) ● Review the playing eligibility criteria for players to recognise connections to Clubs, e.g., explore the feasibility of allowing players to play with the Home Clubs of their parents/guardians within a County
3.3 STRENGTHENING GOVERNMENT PARTNERSHIPS	Formalise engagement with governments at central and local levels to pursue mutually beneficial goals and initiatives, e.g., urban and rural regeneration, health and wellbeing, physical activity, social inclusion, etc.	<ul style="list-style-type: none"> ● Build government affairs capacity to explore, in conjunction with the Provincial Councils, common areas of interest between the GAA and Local Authorities, e.g., recreation and community development ● Position the Association as being disposed to government and Local Authority partnerships ● Engage with the Local Government Management Agency to explore potential partnerships
3.4 GROWING THE GAA GLOBALLY	Grow the GAA globally through the provision of enhanced strategic and operational management services for International Units	<ul style="list-style-type: none"> ● Assess the resources required to equip the GAA's international function to deliver additional services ● Help international units to engage with municipal authorities, recreation departments and Irish embassies to access civic support such as playing facilities ● Ensure that international units are equipped to deliver on their child safeguarding responsibilities in their local jurisdictions ● Explore ways to maximise the value of hurling and camogie's Intangible Cultural Heritage designation by UNESCO ● Organise a World Games every three years

⁷ This includes cultural integration and social inclusion.

⁸ The 'Our GAA. Where we all belong' manifesto is a celebration of the Association's shared values and of all the people who make the GAA what it is.



OUR STRATEGY

4. COMMUNICATION

STRIVING FOR A MORE CONNECTED ASSOCIATION

SUMMARY OF WHAT WE WILL DO

- Develop a proactive communications culture across the Association to enhance our reputation and tell the GAA story in modern ways
- Give young people additional opportunities to develop as leaders and have their voices heard on major issues facing the Association
- Establish a greater connection with members and followers
- Celebrate Irish language and cultural activities through continuous education and support services for members



THE CORE ISSUE	WHAT WE WILL DO	HOW WE WILL DO IT
4.1 PROACTIVE COMMUNICATIONS	Develop a proactive communications culture across the Association to enhance our reputation and tell the GAA story in modern ways	<ul style="list-style-type: none"> ● Implement the GAA communications strategy (2020) to ensure a proactive communications culture ● Create new roles for communications and digital officers at County and Provincial levels ● Implement the new digital strategy which seeks to harness best-in-class digital technologies (See 5.4 Investing in Data and Digital) ● Continually review and renew our social media policy and guidelines to reflect the role that social media plays in the lives of our members and young people in particular
4.2 CONNECTING WITH MEMBERS AND FOLLOWERS	Establish a greater connection with members and followers	<ul style="list-style-type: none"> ● Explore ways to make the current access channels more open to new voices ● Develop and implement a communications campaign which strives to ensure that everyone involved in the GAA will embrace and align with our core values, e.g., renew promotion of the Give Respect, Get Respect initiative ● Extend the GAA's brand strategy and messaging⁹ to a larger number of media channels and increase its visibility in Clubs
4.3 ENGAGING YOUNG PEOPLE	Give young people additional opportunities to develop as leaders and have their voices heard on major issues facing the Association	<ul style="list-style-type: none"> ● Establish a programme of engagement with the following groups on GAA values: primary and post-primary school pupils, and Third Level/PLC students ● Develop a Youth Leadership Pathway to connect existing programmes, e.g., the Future Leaders Transition Year Programme, the Dermot Early Youth Leadership initiative, and the Club Leadership Development Programme ● Create a youth outreach role at County and Club levels and train young people in the 'National Framework for Children and Young Peoples Participation in Decision Making'
4.4 CELEBRATING OUR IRISH LANGUAGE AND CULTURE	Celebrate Irish Language and cultural activities through continuous education and support services for members	<ul style="list-style-type: none"> ● Support our Coistí Gaelige to promote content and educational resources via the Irish language ● Provide enhanced support for Fondúireacht Sheosaimh Mhic Dhonncha to support Clubs and Counties wishing to further the Irish language in their communities¹⁰ ● Engage with the Arts Council of Ireland to explore partnerships that would enhance the cultural aims of the Association, including traditional and more modern creative and expressive arts forms ● Incentivise Provincial and County Committees to promote Scór through support for Scór Finals, summer camps, and opportunities to perform at games

⁹ The GAA brand message is 'Where We All Belong / Tá Áit Dúinn Uilig Ann'

¹⁰ Fondúireacht Sheosaimh Mhic Dhonncha is administered by Glór na nGael and the GAA for Clubs wishing to promote the Irish language in an enjoyable and practical way.

OUR STRATEGY

5. GOVERNANCE AND OPERATIONS

MODERNISING OUR GOVERNANCE AND OPERATIONS AS PART OF ONE ASSOCIATION

SUMMARY OF WHAT WE WILL DO

- Form One Association to govern all Gaelic games codes: Gaelic football, hurling, Ladies Gaelic football, camogie, handball, and rounders
- Strengthen policy compliance and risk management measures to safeguard our units, community, and particularly children
- Evolve governance structures at all levels of the Association to deliver administrative services to Clubs and Counties as efficiently as possible
- Invest in digital technology, data and analytics to enhance the Association's operations



THE CORE ISSUE	WHAT WE WILL DO	HOW WE WILL DO IT
5.1 MERGING GAELIC GAMES ASSOCIATIONS	Form One Association to govern all Gaelic games codes: Gaelic football, hurling, Ladies Gaelic football, camogie, handball, and rounders	<ul style="list-style-type: none"> ● Explore viable integration structures in conjunction with the LGFA, Camogie Association, Handball Association, and Rounders Association ● Produce a shared vision for One Association and roadmap to make it happen ● Continue to streamline operations programmes such as the Player Pathway and explore solutions to critical issues
5.2 EVOLVING GOVERNANCE STRUCTURES	Evolve governance structures at all levels of the Association to deliver administrative services to Clubs and Counties as efficiently as possible	<ul style="list-style-type: none"> ● Improve the respective roles, scope, and responsibilities of central, provincial, and county units ● Implement a shared services model to empower units to deliver essential services to Counties in particular, e.g., finance, HR, commercial, etc.¹¹
5.3 SAFEGUARDING PEOPLE	Strengthen policy compliance and risk management measures to safeguard our units, community, and particularly children	<ul style="list-style-type: none"> ● Ensure full compliance with statutory and the Association's child safeguarding responsibilities in every jurisdiction ● Ensure all units working with children complete the Association's Child Safeguarding Risk Assessment procedures biennially and also publish a Child Safeguarding Statement for the same time period ● Introduce Club and County accreditation programmes which mandate compliance with governance standards, e.g., child safeguarding, financial, health and safety, etc. ● Introduce mandatory training requirements for critical areas of governance and administration ● Deploy a universal financial management system across all units of the Association ● Support Audit and Risk Committees at the County and Provincial levels to promote and continuously reinforce the principles of good corporate governance to improve governance standards across the Association
5.4 INVESTING IN DIGITAL AND DATA	Invest in digital technology, data and analytics to enhance the Association's operations	<ul style="list-style-type: none"> ● Design and deliver an innovative digital strategy focussed on digital communications, social media, data analytics, mobile and cloud technologies ● Discover and deploy digital technologies which automate workflows to reduce the time spent on administration by volunteers and employees ● Develop an information management infrastructure to facilitate data collection, planning, decision-making and reporting ● Enhance systems, processes and training to develop the management of information assets including data, documentation, meeting minutes, statistics, imagery and video

¹¹ A shared services model enables human and financial resources to be provided via a regional approach.

OUR STRATEGY

6. RESOURCES

ENSURING THE SUSTAINABILITY OF OUR FINANCES, FACILITIES AND ASSOCIATION

SUMMARY OF WHAT WE WILL DO

- Refocus the Association's collective attention and resources on the growth of Clubs as the most important units of the Association
- Achieve long-term financial sustainability to fund the day-to-day running and strategic growth of the Association
- Ensure GAA facilities are developed and managed in a sustainable way
- Equip all units to operate in an environmentally sustainable way to mitigate the effects of climate change on GAA units and society

THE CORE ISSUE	WHAT WE WILL DO	HOW WE WILL DO IT
6.1 RE-BALANCING CLUB-COUNTY INVESTMENT	Refocus the Association's collective attention and resources on the growth of Clubs as the most important units of the Association	<ul style="list-style-type: none"> ● Provide additional Club funding to assist with Club development projects, e.g., grow the Club Development Fund to €5m per year and reopen the Club loan scheme ● Introduce an accreditation system for the Inter-County game which incentivises the achievement of minimum standards regarding the governance of team budgets, team charters, backroom team appointments, player welfare and sports science practices, etc. ● Establish a new needs-based grants model for both Clubs and Counties ● Safeguard the current length of the Inter-County calendar¹² and regulate the average number of contact hours for players ● Implement an official off-season from Inter-County activity by working with the GPA and County Committees ● Establish a position statement outlining the Association's policy on the appointment of Club and County team managers

THE CORE ISSUE	WHAT WE WILL DO	HOW WE WILL DO IT
6.2 ACHIEVING FINANCIAL SUSTAINABILITY	Achieve long-term financial sustainability to fund the day-to-day running and strategic growth of the Association	<ul style="list-style-type: none"> ● Standardise financial systems and procedures across all units of the Association, e.g., deploy a universal accounting-system, and streamline the Injury Benefit Fund across GAA, LGFA and Camogie ● Work with Audit and Risk Committees in each County to identify and mitigate financial governance risks ● Plan for the financing required to establish One Association ● Link grants and loans to the mandatory fulfilment of good governance standards annually ● Establish an early warning mechanism to identify units in distress ● Implement an endowment funding model which incentivises units to invest in strategic projects ● Grow the Association's commercial income - particularly through integrated sponsorship partnerships with the Gaelic games family - to support strategic priorities
6.3 ATTAINING SAFE AND SUSTAINABLE FACILITIES	Ensure GAA facilities are developed and managed in a sustainable way	<ul style="list-style-type: none"> ● Establish what facilities are available and needed across the Association, e.g., assess the merits and value of 4G pitches ● Engage with the local governments, in conjunction with the Provincial Councils, to secure shared facilities ● Develop and disseminate resources and case studies via County Safety and Facilities Officers and Committees for developing and maintaining facilities in a safe and sustainable manner, e.g., tendering, funding, health and safety, etc. ● Ensure the Safe Club initiative for GAA units is adequately resourced and implemented ● Develop project oversight and guidance to ensure best practice is implemented regarding procurement, budgeting and approvals
6.4 LEADING ENVIRONMENTAL SUSTAINABILITY	Equip all units to operate in an environmentally sustainable way to mitigate the effects of climate change on GAA units and society	<ul style="list-style-type: none"> ● Ensure the Green Clubs Programme for Gaelic Games is adequately resourced and implemented ● Assess how the GAA can support the objectives and targets in the UN's Sustainable Development Goals ● Promote the internal and external supports available to all units seeking to improve the sustainability of how they operate ● Ensure that Croke Park stadium and other GAA grounds continue to be world leaders in sustainability

¹² The Inter-County season will last 26 weeks in 2022. By comparison, it ran for 35 weeks in 2017.

OUR IMPLEMENTATION PLAN

Many organisations follow a ‘plan-then-do’ approach to strategic planning whereby they invest an enormous amount of time on creating the perfect strategy and treat implementation as an after-thought. This is a risky approach, however, because strategy implementation is not just a simple set of actions. In our experience, effective implementation involves:

- Conducting an inclusive strategic planning process which gives everyone a chance to have their ideas considered.
- Ensuring the ‘what’ and ‘how’ parts of the plan are crystal clear.
- Assessing the capacity of volunteers and employees to implement the new strategy.
- Clearly delegating the jobs to be done once the strategy is published.
- Monitoring implementation on a monthly basis and formally reviewing progress every three months.
- Remaining flexible for adjustments and changes in priority and the approaches to be taken.

All of these measures have been factored into the planning process from the outset of the process. In addition, the Steering Group tasked a group of staff with anticipating the implementation requirements and producing a list of recommendations for action in the areas of structures, roles, resources, operational planning, communication, and culture.

Notwithstanding the benefit of these management techniques, the success of this strategy will depend on our people.

Having considered these ideas and the evaluation reports from previous strategic plans, An Coiste Bainistíochta has committed to the following implementation procedures:

- Establish a Strategic Plan Implementation Committee chaired by the Uachtarán to oversee the implementation of this strategic plan on a quarterly basis.
- Review progress with the Management Committee and Staff Executive on a regular basis.
- Encourage all Committees to review and revise their Terms of Reference to align with this strategic plan.
- Hold regular meetings of Central Committee Chairpersons to review progress and opportunities for cross-functional collaboration.
- Incentivise each Department, Provincial Council, and County Committee to produce annual action plans outlining how they propose to align with and support the implementation of the Association’s strategy.
- Produce an annual update on progress via the Ard-Stiúrthóir’s Report to Congress.
- Produce a mid-term review in 2024.

Notwithstanding the benefit of these management techniques, the success of this strategy will depend on our people. As human beings, we are much more diverse and unpredictable than strategic plans would like us to be. We all prefer driving at our own pace, in our own direction and don’t react well to being tail-gated to somewhere we don’t want to go. Our wish, however, is that the vision set out in this strategic plan will inspire our people to come with us on the journey we are on and help find different paths to realise the shared vision we have developed.

All GAA units, members, followers and partners are encouraged to consider how they can contribute to the implementation of the purpose and values, vision and strategic objectives set out in this document. In particular, all Provincial Councils, County Committees and Clubs are encouraged to review this document and describe their commitment to deliver their part of the Association’s strategy.

**WE ALL BELONG HERE
IN THIS PLACE. AT THIS TIME
WE BELONG NOT BECAUSE OF WHO WE ARE OR WHERE WE COME FROM
BEING HERE MEANS BELONGING
BELONGING MEANS KNOWING YOU’RE PART OF A COMMUNITY
A COMMUNITY THAT HAS A PLACE FOR ALL
WHERE POTENTIAL IS NURTURED
WHERE INDIVIDUALS BECOME TEAMS
WHO HONOUR THE LEGACY OF THOSE WHO WENT BEFORE
AND STRIVE TO BUILD A LEGACY OF THEIR OWN
SOME OF US PLAY
SOME OF US USED TO PLAY. SOME OF US NEVER PLAYED
WE ALL BELONG
BELONGING MEANS HAVING A VOICE
MEANS BEING ABLE TO SAY WHAT YOU THINK IS RIGHT
BEING LISTENED TO
BELONGING MEANS RESPECTING EACH OTHER
MEANS BEING THERE FOR EACH OTHER
ON THE PITCH. OFF THE PITCH
BELONGING MEANS ROLLING OUR SLEEVES UP AND DOING WHAT NEEDS TO BE DONE
WE ALL BELONG WHETHER IT’S OUR FIRST DAY OR OUR HUNDREDTH YEAR
WE ALL BELONG HERE BECAUSE THIS PLACE BELONGS TO US ALL
OUR GAA
WHERE WE ALL BELONG**

APPENDICES/APPENDIX 1

STEERING GROUP MEMBERSHIP AND PLANNING PROCESS OVERVIEW

STEERING GROUP MEMBERSHIP

LARRY MCCARTHY (UACHTARÁN CLG)

Larry McCarthy is the 40th Uachtarán Chumann Lúthchleas Gael. He is the first-ever overseas official elected as GAA President. From 1998-2021, he was a professor at the Stillman School of Business at Seton Hall University, New Jersey, where he focused on sports marketing and management. From Cork City, he is a former Chairperson of the Sligo Football Club in New York, Chairperson and Secretary of the New York GAA Board, and Secretary of the Gaelic Park Development Committee. Larry won an All-Ireland Club Championship medal with Thomond College in 1978.

CONOR MCCARTHY (O'DONOVAN ROSSA, CORK)

Conor is the Head of People and Change Consulting for KPMG in Ireland. He spent two years with EY, two years self-employed and 11 in corporate banking. Conor also played adult Club football with O'Donovan Rossa from 1998-2020 and Cork senior from 2003-2009. He founded Cairde Chorcai which has since integrated into One Cork. Conor has a combination of advisory/consulting experience.

PROF. DAVID HASSAN (ST. MARY'S GAC, BANAGHER, DERRY)

Prof. David Hassan is Chair and Professor of Sport Policy and Management at Ulster University. He is also Associate Dean of the Faculty of Life and Health Sciences and a Principal Fellow of the Higher Education Academy. He is a former Presidential appointment to the Ulster Council Management Committee (2017 – 2019); Chair of the Standing Committee on Playing Rules (2018 – 2021) (reappointed to this role in Feb. 2021) and Chair of the Strategic Planning Committee for the Ulster Council's recently published three-year strategy. He is also a former inter-County footballer and hurler with his native Derry.

DR. ELISH KELLY (PADRAIG PEARSES, ROSCOMMON)

Dr. Elish Kelly is a Senior Research Officer at the Economic and Social Research Institute (ESRI). She is also an Adjunct Associate Professor at the Department of Economics in Trinity College Dublin and is a Research Fellow at the Institute of Labor Economics (IZA) in the University of Bonn. Elish played Gaelic football (Inter-County, Club, College, School) and to a lesser extent camogie (Club, School). As a player, she won several inter-County, Club, and college titles between 1992 and 2007. Elish was the lead researcher of the two recent Senior inter-County players studies (2018 and 2019) that were commissioned by the GAA and GPA.

PAT GILROY (ST. VINCENTS, DUBLIN)

Pat Gilroy has worked in over 40 countries in the waste, water, energy, and construction sectors over the last 30 years. He has had a lifelong participation as a Club player, officer, County player and manager in the GAA in football and hurling. He is currently involved with the management of the St Vincent's Camogie team.

Pat's business career has involved many acquisitions, mergers and start-ups spanning various cultures. He spent a large part of his career working for French multi-national, Veolia, which resulted in being awarded the Honour of Chevalier de L'ordre du Merit from the French government for his role with Veolia and managing Dublin to win the Sam Maguire in 2011. Pat is also a member of the DCU governing authority and a former board member of SEAI.



PAUL FOLEY (PATRICKSWELL, LIMERICK)

Paul Foley works in strategic planning with the JP McManus team. He was previously a Director and Senior Executive with the Limerick City and County Council where he worked for 30 years. Paul played hurling for Limerick and Patrickswell at all levels and is a former Club Chairperson. He served on the Munster GAA Council for four years before being elected to Central Council in 2020.

SHANE FLANAGAN (JOHNSTOWNBRIDGE, KILDARE)

Shane Flanagan is the GAA's Director of Coaching and Games Development with responsibility for leading the strategic direction of games development at all levels of the Association. He joined the GAA in 2004 as Policy and Planning Officer, having worked at Meteor Mobile Communications as Site Acquisition and Property Officer. After this he was Provincial Games Manager and Operations Manager for Leinster Council GAA between 2006-2020. He has served on numerous central committees. A native of Johnstownbridge in Co. Kildare, he is the current senior Club manager.

TIM MURPHY (BROSNA, KERRY)

Tim Murphy was Chairperson of Kerry GAA for five years from 2016 to 2021. He previously served as County Development Officer for five years. He was a member of the GAA's Community, Rural and Urban Committee

which recently issued a comprehensive Demographics Report for consideration by An Coiste Bainistíochta. He has served as a player, mentor, and administrator with his home Club – Brosna in County Kerry where he served as Chairperson for 11 years prior to becoming involved with Kerry County Board. Tim is a Chartered Quantity Surveyor / Project Manager and runs his own professional practice.

TOM RYAN (ARD-STIÚRTHÓIR CLG)

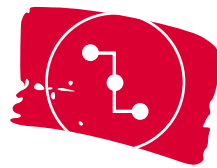
Tom Ryan is the 19th Director-General of the GAA. He joined the GAA staff as Finance Director in 2007 and was appointed Director-General in 2018. He has been a member of several committees such as Finance, Audit and Risk, and An Coiste Bainistíochta since 2011. He is a member and serving officer of Faughs GAA Club in Dublin. Tom is a chartered accountant by profession.

RUAIRÍ HARVEY (ORGANISATIONAL DEVELOPMENT MANAGER CLG)

Ruairí Harvey is the GAA's Organisational Development Manager with responsibility for officer training and strategic planning at all levels of the Association. He was previously the Association's Games and Player Welfare Officer from 2012-2015. He was Secretary to the Central Hearings, and Medical, Scientific and Welfare Committees during that time. Ruairí has also been a player and PRO, with his home Club in Donegal, Red Hughs and is now a member of Ballyboughal GFC in Dublin.

PLANNING PROCESS OVERVIEW

The Steering Group agreed on the following strategy design principles at the outset of the planning process, and agreed to use them to guide decisions on strategic priorities:



Alignment

All Clubs, Counties and Provinces must be able to align with the strategy.



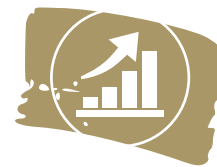
Audacious

The strategy must stretch us as an Association to achieve it.



Growth

The strategy must develop and grow the GAA's volunteers and employees.



Clear Diagnosis

The strategy must be well thought out and evidence based.



Participation


The strategy must improve opportunities to participate in the GAA.

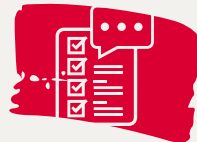


Core Purpose

The strategy must reinforce our core purpose and activities.


As outlined in the body of this document, the Steering Group then conducted an extensive programme of research with people at every level of the Association to establish the key issues facing the Association. This process involved:

150 
INDIVIDUAL SUBMISSIONS

15K 
SURVEY RESPONSES

80 
GROUP SUBMISSIONS

20 
DOCUMENT REVIEWS

12 
FOCUS GROUPS


NUMEROUS PRESENTATIONS

PLANNING PROCESS OVERVIEW

Stakeholders engaged included:

- Club and County Players
- Club and County Officers
- Club and County Coaches/Managers
- Youth Members
- Club Members – all of the above plus Referees, Parents/Guardians, etc.
- GAA Committees and Bodies
- GAA Staff
- The LGFA and Camogie Association
- The GPA
- GAA Sponsors
- The GAA Media
- Sport Ireland



The documents reviewed included:

YEAR	TITLE	DESCRIPTION
2021	NATIONAL SPORTS POLICY, SPORTS ACTION PLAN 2021 - 2023	This plan outlines over 40 specific initiatives intended to ensure the sports sector's continued recovery from the impact of COVID-19 and its development over the next three years.
2021	EVALUATION: GAA STRATEGIC PLAN 2018-2021	This document evaluates the implementation of the Association's previous strategic plan.
2020	THE GAA COMMUNICATIONS STRATEGY	This strategy details the Association's long-term approach to improve the connection with members, safeguard the GAA's reputation and tell the GAA story in new ways.
2020	GAA DEMOGRAPHICS REPORT	This report documents the findings and recommendations arising from a two-year pilot of a Geographic Information System (GIS) mapping tool in four counties.
2019	SAFEGUARDING AMATEUR ATHLETES: AN EXAMINATION OF PLAYER WELFARE AMONG SENIOR INTER-COUNTY GAELIC PLAYERS	This report is the second ESRI study to examine how the commitment levels of the amateur sports affect players' lives.
2018	PLAYING SENIOR INTER-COUNTY GAELIC GAMES: EXPERIENCES, REALITIES AND CONSEQUENCES	This study, commissioned by the GAA and the GPA, uses data from a survey of 2016 players to examine the commitments required to play senior inter-County Gaelic games, and the impact that this has on players' personal and professional lives, and their Club involvement.
2018	COISTE I DTREO 2034	This document envisions the GAA's strategic direction by 2034.
2018	GAA CLUB SURVEY ANALYSIS	This document analyses the findings from a major survey of every GAA Club on their main challenges and opportunities.
2018	THE POLICIES REVIEW COMMITTEE REPORT	This report identifies key recommendations from GAA reports over the last 20 years which were not fully implemented.
2018	NATIONAL SPORTS POLICY 2018-2027	This document provides the policy context in which Irish sport will operate over the next 10 years.

The data collected was methodically coded and evaluated by the Steering Group over the course of several meetings. This led to the identification of the key focus areas, issues and questions which were captured in a consultation paper.

A public survey was then devised to validate the Steering Group's interpretation of 'Where the Association is now' and enlist the help of the Association's members

to indicate 'Where we should aspire to be' and 'How we might get there'. This survey attracted an unprecedented 15,300 responses. The responses were professionally analysed by KPMG's Business Intelligence Unit and considered by the Steering Group as part of a two-day strategy workshop in October 2021, which was observed and co-facilitated by Prof. Brian Leavy (Emeritus Professor of Strategy at DCU Business School).

APPENDIX 2

SELECTION OF THE RESEARCH FINDINGS

The following quotes and statements represent a selection of findings from our research, mainly the focus groups and public survey. They help explain the rationale for the objectives set out in the strategic plan:

PURPOSE AND VALUES

"Our essential ethos has to remain voluntary and Gaelic. We are built on the foundation of volunteerism and this should remain a defining ethos. Our commitment to the Irish language and culture sets us apart, defines us, demonstrates our care for heritage, values, communities, our past."

"Our amateur status should be sacrosanct because it signifies who we are."

GAMES

DEVELOPING THE GAMES

"Critically analyse the present standards of our game from Inter-County to nursery. Are we developing the games in a way that upholds our integrity and values? Where do we see the games in 5-, 20- and 50-years' time? What do we need to put in place to safeguard our games at present and develop our games into the future?"

PROVIDING GAMES

Almost 60% of respondents felt that introducing a clearly defined off-season in every County was important to make Gaelic games as enjoyable as possible for adult players to play. While over 50% felt that there should be a better balance between the number of training sessions and games.

"Fully implement the split season and strive to maintain as much time as possible for Clubs. The Club is the bedrock of the Association and games are their lifeblood. Without games there is no need to have the Association. All our energies must be focused on providing games for our members from child to youth to adult level and to retain them for life in a volunteering capacity in an amateur Association."

GROWING HURLING

Almost 72% of respondents felt helping new Clubs and schools to get started with playing equipment and coaching was important to grow hurling in the so-called weaker hurling counties. Also, over 67% felt that the Association should provide increased funding in these counties geared towards targeted growth.

"Hurling needs major investment in the Táin area – the 15 counties north of Dublin-Galway. Thirteen of these counties have just 1 to 9 hurling Clubs in their counties."

COLLABORATING WITH THE EDUCATION SECTOR

Almost 54% of respondents felt that refreshing the Association's approach to collaborating with the education sector was important to make Gaelic games as enjoyable as possible for youth players.

"The GAA invests very significantly in the primary education sector through the provision of coaches. Our investment at second and third level is much lower. We do provide administrative resources and some funding at provincial and national level, but we generally leave the education sector to its own devices. It is time for an in-depth look at how we engage with the education sector with a view to establishing how we can best support this sector in the years ahead."

PEOPLE

GROWING PLAYERS

Almost 56% of respondents felt that ensuring regular games for everyone was important to develop and retain players, while 54% felt that player dropout should be addressed, and 44% felt that the provision on ongoing, quality coaching was important in this regard.

"Coach education has never been as strong and has developed greatly over the last number of years. I feel it could be tweaked a small bit where we could introduce a credit system for coaches, so every aspect of coaching is credited."

"Encouraging full participation in GAA activities through childhood and into adulthood must be a focus area for the GAA. Participating in GAA to promote wellbeing for the widest possible group I believe must remain a measure of success for the Association with specific emphasis on the role sport and community can play in positive mental health for adolescents and young adults."

SAFEGUARDING VOLUNTEERISM

In order to develop and retain volunteers, 48% of respondents deemed it important for the GAA to reduce volunteer workload at Club level. In addition, teamwork and volunteerism emerged from the survey as the top core value which the Association must safeguard.

"Agree a strategy to support, develop and empower volunteers at all levels within the Association. Volunteers will continue to be the main drivers of our games and Association now and in the future. We need to help them to be self-sufficient in all aspects of development."

INVESTING IN REFEREES

Over 52% of respondents felt that increasing the investment in refereeing was important to develop, recruit and retain referees.

“We need referees or we have no game. I feel recruitment is becoming an issue as it’s a really tough job and the expectation from players, managers, supporters are becoming higher all the time. Are we doing enough to encourage, entice and convince young people to become referees?”

CONTINUOUS PEOPLE DEVELOPMENT

Almost 74% of respondents felt that more regular, high-quality training for coach, officer, referee and player education was an important factor to further support volunteers. Also, 71% felt that young people should be incentivised to volunteer through training.

“I firmly believe that people are the greatest asset that the GAA has and that at all levels we need to focus on our people. We need to empower our people, we need to develop a culture of respect for all, we need to develop people skills from the top of the organisation to the very grassroots. We need to value people and the contributions that they make and we need to value them in a holistic manner.”

CLUBS AND COMMUNITIES

CHAMPIONING DIVERSITY AND INCLUSION

Almost 60% of respondents felt that putting initiatives in place to welcome everyone to take part in our games was an important measure to develop and retain volunteers.

“I think in light of all of the recent world events we need to continue to promote our games as a welcoming culturally diverse organisation. Although racism or discrimination may not be a huge problem in our games, we need to continue to be proactive in working towards the highest standards of fairness and equality in our community, in the interest of the sports development and the GAA community’s image.”

ADAPTING TO POPULATION SHIFTS

Over 71% of respondents felt that the Association should prioritise sustaining existing Clubs to address population shifts, while 39% felt that the focus should be on developing new Clubs in large urban centres.

“We need to ensure that every County will have in 5 years’ time the same number of Clubs that it has now, it may indeed have growth and have new Clubs but it cannot countenance the loss of units. We need in that way to support our existing Clubs.”

“With increased urbanisation we need to intervene when appropriate to assist in the development and nurturing of new Clubs. This is especially the case in growing urban areas with new communities. If we cannot wait for Clubs to grow organically in this areas, we need to be proactive.”

STRENGTHENING GOVERNMENT PARTNERSHIPS

Almost 69% of respondents felt that the GAA should engage with the Local Authorities on areas of common interest.

“A coherent approach to maximising our touchpoints outside the Association is needed, such as our relationship with government, both at a national and local level. There are many sources of possible value for Clubs from sports capital grants to leadership projects to cultural projects. Most Clubs have no idea as to what is available, they do not know how to engage properly, etc.”

GROWING THE GAA GLOBALLY

Over 43% of respondents felt that the Association should hold another World Games within the next three years.

“I think to continue to grow our games, the World Games can become and an epicenter for this. Giving the global diaspora and non-Irish alike an opportunity to show the Gaelic community in Ireland how they can contribute and how highly skilled they are.”

COMMUNICATION

PROACTIVE COMMUNICATIONS

Almost 45% of respondents felt that the Association should exploit new digital technologies to communicate more effectively.

“The GAA is ultimately about people. On and off the field when the GAA is working well it is because people are working well together. That means that communicating with people should be a priority. How we do it, what people think of us, what we want people to think of us - internally and externally, requires a comprehensive plan that matches the ever evolving landscape that is media now.”

CONNECTING WITH MEMBERS AND FOLLOWERS

Over 60% of respondents felt that the GAA should identify and act on evidence of disengagement between GAA officials and Club members.

“We hear members talking all the time about ‘the GAA’ as if it were a separate organisation. We even hear former Inter-County players and pundits talking about ‘the GAA’ as if it were something to which they don’t belong. A simple example being finances. It is rare to meet people who understand that the GAA is a non-profit-making body and most of our own members seem to think that there are vast reserves of cash somewhere that never gets filtered down to grass roots.

Messages such as: non-profit; anyone (including players) can bring forward a motion at Club/County/Provincial/ congress to propose changes within the association; we are a 32-County Association and we give prominence to the Irish language; and many more.”

ENGAGING YOUNG PEOPLE

Over 65% of respondents felt that the GAA should involve young people in decision-making to a much greater extent.

“I believe it is essential to the growth and perception of the organisation to offer more opportunities for young people to influence decision making as well as ensuring we have more representative committees and decision-making fora, inclusive of more female as well as diverse voices.”

CELEBRATING OUR IRISH LANGUAGE AND CULTURE

“The founding of the GAA set out the importance of the Irish language and culture in promoting our cultural identity. Croke Park sets the tone and I would like to see more engagement with Clubs and County Boards on helping to implement more use of our language at committee level meetings and at our games, on our PA systems, speeches and within our broadcasting partners. Would like to see more work being done between departments such as communications and games. In essence, the Irish language being more visible and heard more often.”

GOVERNANCE AND OPERATIONS

EVOLVING GOVERNANCE

Over 45% of respondents deemed it important to reform organisational structures from Club to Central level to modernise governance structures and roles.

“Whatever strategies emerge, their delivery will be dependent to a great extent on having appropriate and effective structures in place within the organisation. Failure to ensure this will compromise or jeopardise our success. Current structures have evolved rather than having been designed for purpose, and in some cases are no longer optimal. This should include a planned future with Camogie and Ladies Football in whatever guise.”

MERGING GAELIC GAMES ASSOCIATIONS

Over 81% of respondents felt that the GAA, LGFA and Camogie Association should strive to form One Association, over 10% disagreed while under 9% were unsure.

“Get the key stakeholders into the one room to agree on what success looks like for One Association to ensure equality for Club members.”

SAFEGUARDING PEOPLE AND GAMES

Almost 28% of respondents felt that the GAA should strengthen the implementation of measures to ensure compliance with child safeguarding legislation.

“Safeguarding is a must in all units of the Association to protect our members. We must ensure that our child safeguarding training and policies are fully embraced and implemented to uphold our child-centred approach.”

INVESTING IN DIGITAL AND DATA

Almost 50% of respondents felt that the GAA should deploy modern accounting systems to modernise technology across the Association.

“There should be a focus over the next five years to make it as easy as possible for Clubs and members to track memberships, players, squads, injury claims and so on digitally, with full roll out for Clubs to train their members so that it is transparent and clear where they can find their information or submit paperwork.”

RESOURCES

ACHIEVING FINANCIAL SUSTAINABILITY

Over 68% of respondents felt that the Association should prioritise funding for core activities such as coaching and games to secure financial sustainability.

“Expenditure keeps on rising for Clubs and Counties with the gap between the more successful fundraising entities and the others widening all the time. There are two ways to control this: one is to control the expenditure, the other is to spread the income. It is time to give consideration to some kind of a revenue-sharing model between the counties, for example, if one County is very successful and manages to attract huge revenues, then a percentage of that above a certain level should go into a central pot which is shared out among the smaller counties. Controlling expenditure could see spending caps on Counties and Clubs. This would ease the continuous inflation in budgets where all monies are collected locally, mainly through exhaustive volunteer efforts.”

RE-BALANCING CLUB-COUNTY INVESTMENT

Almost 50% of respondents felt that the Association should establish a model to regulate the expenditure associated with preparing Inter-County teams.

“Costs at all levels appear to be spiraling. Hard to see an end in sight. Potentially contributing to gaps between Clubs and Counties. In danger of becoming an arms race. Introduce greater regulation around the Inter-County Game to control costs.”

“Has elitism in Clubs turned away people as their place for fun sport? Not everyone can play at the highest level but can contribute to their Club. Has our focus gone too much on the one team or the first team? We need to look at our Club as a community, not as a collection of teams - a place where everyone is welcome and has a part to play on or off the field and get satisfaction from being part of the Club.”

ATTAINING SAFE AND SUSTAINABLE FACILITIES

Over 57% of respondents felt that GAA should increase central funding for Club facilities.

“It seems silly yet it’s the most profound strength, after membership, that we have, our facilities. We need to set out our desired facilities for each GAA unit at all levels. Participate closely with government bodies to ensure no duplication, we have a strong infrastructure in place, now let it be expanded, built upon. Government support should be sought and we should be open to playgrounds, walking/recreation spaces, additional pitches at our venues. Clubs will need supports to cater for expansion.”

LEADING ENVIRONMENTAL SUSTAINABILITY

Over 45% of respondents felt that the GAA should engage with governments to advocate environmental sustainability across all units of the Association.

“The GAA transcends the local and the global like never before. This means not only that we should embrace the sustainability agenda but also that we are well placed to be a pivotal force in progressing it. Being sustainable doesn’t just mean green/climate actions. It means doing things better leading to better operational and financial outcomes. Do we know and are we ready for the consequences of climate change over the next 20/30 years?”

APPENDIX 3

ACKNOWLEDGEMENTS

GROUPS AND ORGANISATIONS

- GAA Central Sub-Committees
- GAA County Committees
- GAA Senior Leadership Teams
- GAA Sponsors
- Gaelic Writers Association
- Handball Association
- National Rounders Council
- GAA Staff - County, Provincial and Central
- Past-GAA Presidents and Officials
- Sport Ireland
- The Camogie Association
- The Gaelic Players' Association
- The Ladies Gaelic Football Association

INDIVIDUALS

NAME	GROUP/ORGANISATION	ROLE REPRESENTED	TYPE
Áine McParland	Youth Member Insight Group	Club Member	Submission, Focus Group
Barry Grant	Senior Club Player Insight Group	Footballer	Submission, Focus Group
Brian Cody	Senior Inter-County Manager/Coach Insight Group	Team Manager	Submission, Focus Group
Brian Dooher	Senior Inter-County Manager/Coach Insight Group	Team Manager	Submission, Focus Group
Cadhla McCrossan	Youth Member Insight Group	Club Member	Submission, Focus Group
Carl Walsh	Club Officer Insight Group	Club President	Submission, Focus Group
Cathal Burke	Senior Club Player Insight Group	Hurler	Submission, Focus Group
Cathal Cregg	Senior Inter-County Player Insight Group	Footballer	Submission, Focus Group
Christy O'Connor	Senior Inter-County Manager/Coach Insight Group	Coach	Submission, Focus Group
Cliona Foley	Media	Journalist	Submission
Colm Collins	Senior Inter-County Manager/Coach Insight Group	Team Manager	Submission, Focus Group
Colm Cummins	County Officer Insight Group	Secretary	Submission, Focus Group
Colm O'Rourke	Media	Club Member	Submission
Corey Scahill	Senior Inter-County Player Insight Group	Hurler	Submission
Cormac Curtis	Youth Member Insight Group	Member	Submission, Focus Group
Davy Burke	Senior Inter-County Manager/Coach Insight Group	Team Manager	Submission, Focus Group
Diarmuid Clancy	Senior Club Player Insight Group	Footballer	Submission, Focus Group
Eamon O'Shea	Senior Inter-County Manager/Coach Insight Group	Coach	Submission, Focus Group
Eddie Friel	Club Officer Insight Group	Chairperson	Submission, Focus Group
Eileen Connolly	County Officer Insight Group	Treasurer	Submission, Focus Group
Eileen Dunne	Media	Supporter	Submission, Workshop
Eoin O'Sullivan	Senior Club Player Insight Group	Footballer	Submission, Focus Group
Fintan Fanning	County Officer Insight Group	Development Officer	Submission, Focus Group

NAME	GROUP/ORGANISATION	ROLE REPRESENTED	TYPE
Gary Brennan	Senior Inter-County Player Insight Group	Footballer	Submission, Focus Group
Gerry Kearney	Senior Club Manager Insight Group	Team Manager	Submission, Focus Group
Glenn Ryan	Senior Club Manager Insight Group	Team Manager	Submission, Focus Group
Gráinne McElwain	Media	Presenter	Submission
Irial Mac Murchú	Media	CEO	Submission
Jim Ryng	Club Officer Insight Group	Chairperson	Submission, Focus Group
Joe Passmore	Senior Club Manager Insight Group	Team Manager	Submission, Focus Group
John Doyle	Senior Club Player Insight Group	Footballer	Submission, Focus Group
John Griffin	Senior Inter-County Player Insight Group	Hurler	Submission, Focus Group
John Kelly	Handball Association	National Handball Manager	Submission
John Murphy	County Officer Insight Group	Chairperson	Submission, Focus Group
John Riordan	Club Officer Insight Group	Treasurer	Submission, Focus Group
Kany Moradi	Youth Member Insight Group	Club Member	Submission, Focus Group
Kevin Griffin	Towards 2034 Committee	Club Member	Focus Group
Kianan Fahey	Youth Member Insight Group	Club Member	Submission, Focus Group
Kieran McKeever	County Officer Insight Group	Vice-Chairperson	Submission
Leona Twiss	County Officer Insight Group	PRO	Submission, Focus Group
Liam Moffatt	County Officer Insight Group	Chairperson	Submission, Focus Group
Linda Ervine	Club Officer Insight Group	Club President	Submission
Mártan Ó Ciardha	Media	Journalist	Submission
Martin Breheny	Media	Journalist	Submission
Marty McGrath	Senior Club Player Insight Group	Hurler	Submission, Focus Group
Mary Hanrahan	Youth Member Insight Group	Club Member	Submission, Focus Group
Michael Murphy	Senior Inter-County Player Insight Group	Footballer	Submission, Focus Group
Michael Savage	Senior Inter-County Player Insight Group	Footballer	Submission
Micheál Donoghue	Senior Inter-County Manager/Coach Insight Group	Team Manager	Submission, Focus Group
Michelle Healy	Club Officer Insight Group	Secretary	Submission, Focus Group
Neil Sheridan	Senior Club Manager Insight Group	Selector	Submission, Focus Group
Noel Mooney	FA of Wales	CEO	Workshop
Padraig Meehan	Club Officer Insight Group	Children's Officer	Submission, Focus Group
Paul Toner	KPMG	Partner	Workshop
Prof. Niamh Hourigan	Mary Immaculate College	Sociologist and Vice-President of Academic Affairs	Workshop
Richie Power	Senior Inter-County Player Insight Group	Hurler	Submission, Focus Group
Ronan Sheehan	Senior Inter-County Manager/Coach Insight Group	Team Manager	Submission, Focus Group
Ryan Lynch	Senior Club Manager Insight Group	Team Manager	Submission, Focus Group
Seán Bán Breathnach	Media	Journalist	Submission
Sean Carmody	Senior Club Manager Insight Group	Team Manager	Submission, Focus Group
Sean Micheal O'Regan	County Officer Insight Group	Chairperson	Submission, Focus Group
Sean O'Gorman	Senior Club Player Insight Group	Hurler	Submission, Focus Group
Terry Hyland	Senior Inter-County Manager/Coach Insight Group	Team Manager	Submission, Focus Group
Tomás Brady	Club Officer Insight Group	Chairperson	Submission, Focus Group
Tommy Callaghan	Media	Journalist	Submission
Willie Maher	Senior Club Manager Insight Group	Team Manager	Submission, Focus Group





WHERE WE ALL BELONG

ADNTAS 2026 TOWARDS ONE GAA FOR ALL

GAA Strategic Plan 2022-2026