



2021  
FÍS SHOILÉIR  
2021

**STRATEGIC PLAN** 2018 - 2021

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**THIS STRATEGIC PLAN AIMS TO SET AMBITIOUS YET ACHIEVABLE GOALS AND OBJECTIVES TO GROW OUR ASSOCIATION BY ADDRESSING THE FUNDAMENTAL STRATEGIC CHALLENGES WE FACE AND FULLY EXPLOITING OPPORTUNITIES.**

Sean Ó hOráin  
Uachtarán  
Chumann Lúthchleas Gael

# 02 TEACHTAIREACHT ÓN UACHTARÁN

Táim brea sásta an deis seo a bheith a agam na focail seo a leanas a scríobh agus fáilte a roimh an Straitéis seo. Ba bhrea liom mo bhúiochas a ghabháil oraibh ar fad a bhí páirteach leis agus taim lán dochasach go gcabhróidh sé go mór mór ár gCumann sna blianta atá romhainn.

I am delighted to introduce the three-year Strategic Plan for the GAA for 2018 – 2021 (“Fís Shoiléir 2021”).

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This Strategic Plan aims to set ambitious yet achievable goals and objectives to grow our Association by addressing the fundamental strategic challenges we face and fully exploiting opportunities. Our overall development in the next three years will occur in line with our vision that everyone is welcomed to participate fully in Gaelic games and culture, develop to his or her full potential and be inspired to keep lifelong engagement with our Association.

A Steering Group consisting of both volunteers and staff from central, provincial, county and club levels undertook a careful analysis of our internal and external environments over the course of the last six months and the outcomes from this process have shaped our strategic priorities between now and 2021.

Our analysis highlighted the prominent place and role of our network of over 2,000 GAA clubs in communities across Ireland and the World. It was equally apparent that the community spirit, which involvement in Gaelic games creates, is as vibrant as ever.



Similarly, the tremendous dedication demonstrated by thousands of volunteers contributing in many roles and their appreciation of how we facilitate their personal development was evident. Youth participation in our games continues to be one of the most positive aspects of being involved in our Association. Our investments in facilities and player welfare continue to be recognised while our reach across Ireland and around the world came to the fore in the consultation process.

Our analysis also highlighted strategic challenges and threats for us to address. These challenges have been prioritised and converted into the strategic objectives contained in this Strategic Plan.

While the consultation process highlighted many opportunities for change, one of the most challenging aspects of planning is knowing when to say ‘No’ and make trade-offs when prioritising our primary objectives for the next three years. To this end, the Steering Group adopted several methods such as a strategy workshop with a cross-section of volunteers to help build on the topics identified in the wide-ranging consultation process which included an online survey which attracted 6,500 responses from our members and followers.

This process results in five high-level strategic goals:

1. To improve opportunities for participating in Gaelic games
2. To develop our volunteers and administrators
3. To govern and administer our affairs more efficiently
4. To communicate GAA messages better to our members and followers
5. To protect and grow our Association

Objectives, specific actions and progress indicators to achieve these goals are set out in the body of this Strategic Plan. Although three-years appears a short time-frame to achieve some strategic goals, there is continuity of direction with the GAA Strategic Plan 2015 – 2017 and is undoubtedly going to be alignment with the plan which precedes 2021.

While we will focus on achieving these objectives and the others set-out in this plan, it is imperative to note that we will continue to address other goals operationally, some in a deliberate manner while others will emerge in due course. It is equally important to note that this Strategic Plan does not seek to set out all the answers in a prescriptive fashion. Instead, this work will be undertaken by the Implementation Committee in conjunction with our staff, volunteer committees and units at all levels.

The methods to be adopted, targets, timelines and resourcing will be formed in the months ahead. An Implementation Committee has been established and will begin its work without delay on delegating the specific objectives to the appropriate people and groups to take the lead on implementing. I look forward to presenting a mid-point review of progress in 18 months’ time.



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I sincerely appreciate the time taken by so many stakeholders to feed into the consultation process for this plan, especially those at club, county, provincial and central GAA levels. I am also particularly grateful to the Steering Group who worked so diligently since October 2017.

I am confident that this Strategic Plan will result in a stronger Association by the end of 2021.

Rath Dé ar an obair,

Sean Ó hOráin  
Uachtarán  
Chumann Lúthchleas Gael

# 03 TEACHTAIREACHT ÓN ARD-STIÚRTHÓIR



Is pribhléid agus ónoir mór dom a teachtaireacht seo a scríobh ar an ócáid speisialta seo.

I am delighted to contribute to this latest update on the GAA's ongoing commitment to our strategic development.

Few organisations in Irish life operate under the same level of interest and scrutiny as the GAA.

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This of course is a reflection on the popularity of our Games and the importance placed upon our standing by so many people across the island.

It is also something we do not take for granted and comes with a level of responsibility to constantly be aware of an evolving Ireland and of our place, our role and our purpose within it.

When we think of what our hopes and aspirations are for the GAA as it faces into the future there are some constants. You'd like it to always be a byword in Ireland for community and for volunteerism. You'd like to still have the preeminent place in people's minds.

It has been minded and protected and guarded very carefully by so many people all over the country for more than 130 years and you'd like it to be safe and protected and to be still recognisable as the GAA that we all know and love.

Ultimately that is what this Strategic Plan is intending to do.

We are all aware of the precious gift of the GAA that has been entrusted to us and what we do with it and the condition and health of what we pass on to the next generation will be how we are judged.

Participation has never been greater, so too attendance at games and that's before we trial significant changes to the senior championships that will increase the number of big matches this summer. Yet challenges are still there to be tackled and this is not a time for complacency.

Our thanks is due to the countless selfless volunteers upon whose dedication to the GAA our Association is built and my gratitude goes to the staff in Croke Park who work so hard to ensure our future is something we can look forward to.

Ar aghaidh linn le chéile.

Tomás Ó Riain  
Ard Stiúrthóir  
Chumann Lúthchleas Gael



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**A TOTAL OF 1,616 CLUBS IN IRELAND AND 450 OVERSEAS PROMOTE GAELIC GAMES IN THEIR LOCAL COMMUNITIES.**

## 04 ABOUT US

The Gaelic Athletic Association (GAA) is a national organisation which has the primary aim of strengthening the national identity in a 32 county Ireland through the preservation and promotion of Gaelic Games and pastimes. The Association promotes and manages the games of Gaelic Football, Hurling, Handball and Rounders. It also actively promotes its aims through its International Units. The GAA supports the promotion of Camogie and Ladies Gaelic Football in conjunction with its sister organisations, the Camogie Association and Ladies Gaelic Football Association. In addition to Gaelic games, the GAA actively supports the Irish language, traditional Irish dancing, music, song, and other aspects of Irish culture.

The GAA was established in 1884 and operates under the Official Guide – a detailed constitution which sets out the structure and rules for the administration of the organisation. The supreme body within the GAA is Congress which has the authority to enact, amend, or rescind rules in the Official Guide. In between annual Congresses, the governing body is Central Council. The GAA's Management Committee ("An Coiste Bainistíochta") meets monthly to review the performance of Central Council and to oversee long-term strategies and objectives. 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.

The Association has a membership approaching one million and almost 300,000 players registered on an annual basis. Just over 20,000 teams from juvenile to adult level participated in official competitions in 2017. Annual revenue for 2017 was €65.6 million, an increase of €5 million on 2016's results. As ever, this income was distributed back into the Association in the form of payments to units for games development, player welfare, administration, grants, and match costs. Examples of investments include:

- €14.8 million distributed to county boards and other units in 2017
- €10.3 million invested in games development including €6 million on coaching
- €6.2 million allocated to player welfare
- €5.5 million spent on physical infrastructure
- €2 million allocated specifically to help clubs with redevelopment work on club facilities
- €1 million spent supporting clubs overseas

Over 1.5 million supporters attended intercounty football and hurling championship games in the 2017 season, while over 130,000 children participated in GAA Cúl Camps in 2017. The level of interest in the GAA is reflected in the more than one million followers of GAA national, international, provincial and county social media accounts.

# 05 OUR MISSION, VISION AND VALUES

## OUR MISSION

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

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 and to providing the best facilities.

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 VISION

**Our vision is that everybody be welcomed to participate fully in our games and culture, that they thrive and develop their potential, and be inspired to keep a lifelong engagement with our Association.**



## OUR VALUES

### Community Identity

- Community is at the heart of our Association.
- Everything we do helps to enrich the communities we serve.
- We foster a clear sense of identity and place.
- We support our members in contributing to the well-being of their respective communities.

### Amateur Status

- We are a volunteer led organisation.
- 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.

### Inclusiveness

- We welcome everybody to be part of our Association.
- We support the needs of all our members.

### Respect

- We respect each other on and off the playing fields.
- We operate with integrity at all levels.
- We listen and respect the views of all.

### Player Welfare

- We provide the best playing experience for all our players.
- We structure our games to allow players of all abilities reach their potential.

### Teamwork and Volunteerism

- 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 is effective teamwork on and off the field.
- We value the contribution of our professional staff. Ní neart go chur le chéile (There is no strength without working together).

# 06 PLANNING PROCESS OVERVIEW

**This Strategic Plan aims to set goals and objectives for the three-year period between 2018 and 2021. This will enable the pursuit of courses of action and allocation of resources to contribute to our core purpose as a community-based and volunteer-led organisation promoting Gaelic games, culture and lifelong participation.**

Formal strategic planning occurs within the Association at three levels:

- 1) The GAA Strategic Plan 2018-2021 represents the 'big picture' strategic priorities of the GAA and is geared towards the overall development of the Association.
- 2) Strategic Plans devised by provinces, counties and clubs link to priorities in the organisation-wide plan, but are also tailored for local issues.
- 3) Operational Plans by central committees and work departments are positioned to implement the core activities and plans of the Association.

The development of the GAA Strategic Plan 2018 – 2021 commenced in July 2017 with the identification of features of quality in many strategic plans, a review of best practice from the literature and an analysis of the development of previous reviews and plans created and implemented by the Association. An Coiste Bainistíochta approved a project plan, and a Steering Group, chaired by Uachtarán Sean Ó hOráin, and coordinated by Ruairí Harvey (Organisational Development Manager) was formed in October 2017 to lead the process.

The other members were:

- Páraic Duffy (Ard-Stiúrthóir CLG until 31 March 2018)
- Cathal Mac Coille (Journalist | Áth Cliath)
- Ciarán McLaughlin (Provincial Treasurer | Cúige Uladh)
- Colin Regan (Community and Health Manager | Páirc an Chrócaigh)
- Eddie Sullivan (Former Club Chairperson | Áth Cliath)
- Eilís Kavanagh (Camogie Association Representative | Loch Garman)
- Larry McCarthy (Former County Chairperson | Nua-Eabhrac)
- Noel Connors (Club and County Player | Port Láirge)
- Paula Prunty (Operations and Planning Manager | LGFA)
- Sean Dunnion (Former County Chairperson | Dún na nGall)
- Shane Flanagan (Provincial Operations Manager | Cúige Laighean)

Tom Ryan commenced his term as Ard-Stiúrthóir on 2 April 2018 and joined the Steering Group for its last few meetings.

## THE GAA STRATEGIC PLAN 2018-2021 REPRESENTS THE 'BIG PICTURE' STRATEGIC PRIORITIES OF THE GAA AND IS GEARED TOWARDS THE OVERALL DEVELOPMENT OF THE ASSOCIATION.

The Steering Group established the following criteria for success to guide the development of the Strategic Plan at an early stage of the planning process:

- Prioritise club needs
- Support the development of volunteers
- Consult with a wide range of stakeholders
- Communicable to all members of the Association
- Accessible and promoted to the broadest audience possible
- Ensure coherence and consistency with the existing plan and areas of strategic priority
- Respond to the needs of the modern Association in an ambitious way that excites and engages
- Challenging yet achievable
- Measurable by agreed progress indicators

The Steering Group proceeded to undertake a detailed analysis of the Association's current strategic position which involved:

- Carrying out an online research survey with our clubs, counties, provinces, the general membership and wider public.
- Undertaking interviews with staff directors, the provincial secretaries, directors of sister organisations, and school's representatives.
- Seeking requests for written submissions from groups and organisations such as central committees of Central Council, Sport Ireland, and various local and national government bodies.
- Considering official GAA reports.
- Analysing external factors impacting on the Association – Political, Economic, Social, Technological, Environmental and Legal.
- Reviewing census data which was provided by the Central Statistics Office.
- Evaluating several other sources of internal and external information.

The consultation process enabled the Steering Group to identify the most prominent strategic issues and categorise them into five focus areas. To move from the diagnosis of the problems to the identification of solutions, the Steering Group

devised a consultation paper and sought input from a diverse group of 39 volunteers through a strategy workshop which took place in March 2018. The focus areas and participating volunteers were as follows:

1. GAMES PARTICIPATION	2. VOLUNTEER AND ADMINISTRATOR DEVELOPMENT	3. GOVERNANCE AND ADMINISTRATION	4. COMMUNICATION	5. PROTECTION AND GROWTH
Ciarán McLaughlin	Kevin Hennigan	Paula Prunty	Ger Ryan	Colm Cummins
Shane Flanagan	Eilís Kavanagh	Eddie Sullivan	Cathal MacCoille	Colin Regan
Brian Armitage	Cathal McAnenly	Barry Hickey	Áine McParland	Aoife Lane
Bronagh McGrane	Diarmuid Cahill	Clare O'Sullivan	Brian Quinn	Bríd McGoldrick
Clíodhna O'Connor	John Joe O'Carroll	Des Cullinane	Caoimhe Ní Néill	Jimmy O'Dwyer
Denis O'Boyle	Kieran Leddy	Pat Teehan	Larry McCarthy	Oliver Galligan
Micheál Martin	Mick Rock	Peter O'Reilly	Lauren Guilfoyle	Pat Spillane
Oisín McConville	Roisin Hartley	Seán Dunnion	Tony Meenaghan	

This facilitated workshop resulted in a body of ambitious ideas for inclusion in the Strategic Plan. Subsequently, a draft version of the Strategic Plan was circulated to staff directors for their input.

The Steering Group members then evaluated the outcomes from the workshop and feedback from staff against the agreed criteria for success, the data gathered and their judgment with the result being the priorities set out in this Strategic Plan.







# 07 STRATEGIC FOCUS AREAS AND GOALS

FOCUS AREA	GOAL
1. GAMES PARTICIPATION	Improve opportunities for participating in Gaelic games
2. VOLUNTEER AND ADMINISTRATOR DEVELOPMENT	Develop our volunteers and administrators
3. GOVERNANCE AND ADMINISTRATION	Govern and administer our affairs more efficiently
4. COMMUNICATION	Communicate GAA messages better to our members and followers
5. PROTECTION AND GROWTH	Protect and grow our Association

The following section contains the objectives and specific actions that will be pursued to achieve these goals. It also includes progress indicators to enable the monitoring and measurement of progress. Each objective will be delegated to individuals and groups to take the lead on delivering. It is undoubted that additional specific actions will emerge in both the short and long-term because

circumstances change and unforeseen issues arise. The Implementation Committee will review and decide on the appropriateness of further actions. As part of the implementation process, baseline numbers will be established for the various progress indicators and, where appropriate, the objective owners will be required to identify quantifiable targets.

# GOAL 1: IMPROVE OPPORTUNITIES FOR PARTICIPATING IN GAELIC GAMES

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<b>1.1 IMPROVE THE BALANCE BETWEEN CLUB AND COUNTY FIXTURES</b>	Develop a policy for youth development which will align club, school, third level and inter-county games programmes to address the current over-emphasis on county talent academy squads and inter-county teams	<ul style="list-style-type: none"> <li>Establishment of a centrally-approved Talent Academy Policy in each county</li> <li>Implementation of the policy in each county</li> <li>Greater alignment between games programmes</li> <li>Production of county games development plans with emphasis on increasing participation and improving standards</li> </ul>
	Revisit the establishment of uniform age grades at club level across all counties	<ul style="list-style-type: none"> <li>Consideration of the current issues and decisions taken on the appropriate way forward</li> </ul>
	Develop a cross-county club games programme at adult and youth grades to provide more playing opportunities	<ul style="list-style-type: none"> <li>Increased annual number of cross-county club games at these levels</li> <li>Creation and implementation of a facilities strategy to facilitate the playing of these games</li> </ul>
	Introduce a policy to govern the availability of inter-county players to their clubs	<ul style="list-style-type: none"> <li>Improved availability of inter-county players to their clubs during competition seasons</li> </ul>
	Review the senior inter-county championship formats and propose recommendations accordingly	<ul style="list-style-type: none"> <li>Production of a review with recommendations</li> <li>Decisions made to sustain or improve formats in both codes</li> </ul>
	Engage with counties to review and enhance their adult and youth competition structures to reflect the shortened inter-county season	<ul style="list-style-type: none"> <li>Number of counties with improved competition formats</li> </ul>

<sup>1</sup> Post Primary GAA Action Plan 2017 – 2020. Available at: [http://www.gaa.ie/mm/Document/MyGAA/Gettinginvolved/15/21/68/13326PostPrimaryGAAActionPlan2017-2020\\_English.pdf](http://www.gaa.ie/mm/Document/MyGAA/Gettinginvolved/15/21/68/13326PostPrimaryGAAActionPlan2017-2020_English.pdf)

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<b>1.2 ENGAGE MORE WITH PRIMARY AND POST-PRIMARY SCHOOLS TO FURTHER PROMOTE GAELIC GAMES</b>	Establish an association-wide strategy to further develop club-school links at primary-school level	<ul style="list-style-type: none"> <li>Establishment and implementation of a strategy to increase club-school links</li> </ul>
	Support implementation of the Post Primary GAA Action Plan 2017 – 2020 <sup>1</sup>	<ul style="list-style-type: none"> <li>Improved integration between post-primary schools and other relevant GAA Units, e.g. county committees, and provincial councils</li> <li>Number of schools and students completing the transition year programme (“Future Leaders”)</li> <li>Number of coach education courses delivered to teachers</li> <li>Improved balance of developmental games programmes in post-primary schools</li> </ul>
<b>1.3 RECRUIT AND RETAIN PLAYERS, COACHES AND REFEREES ESPECIALLY AT CLUB LEVEL</b>	Develop and roll-out a well-resourced club engagement model focussed on mentoring and ‘coaching the coaches’ in an informal environment	<ul style="list-style-type: none"> <li>Increased frequency of engagement and contact between club coaches, and games development personnel</li> <li>Increased number of coaches availing of mentoring</li> <li>Increased retention of coaches</li> <li>Increased retention of players between the ages of 13 and 20 years</li> </ul>
	Review roles and responsibilities of games development personnel, and organisational structures to support coach mentoring model	<ul style="list-style-type: none"> <li>Redefined roles for games development personnel</li> <li>Improved organisational arrangements</li> </ul>
	Re-launch and implement mandatory coaching standards and align with the strategy to create self-sufficiency and sustainability at club and county levels	<ul style="list-style-type: none"> <li>Re-launched and implemented standards in a realistic and achievable timeframe</li> <li>Increased number of club and county teams being managed/coached by members</li> </ul>
	Evaluate the role, appointment and training of Club Coaching Officers	<ul style="list-style-type: none"> <li>Evaluation including pilot completed</li> <li>Redefined role in place in every county</li> </ul>
	Organise a central forum for volunteers to share ideas on good practice for recruiting and retaining in both rural and urban environments	<ul style="list-style-type: none"> <li>Central forum organised with high numbers of representatives from all counties</li> <li>Development and availability of case studies of good practice</li> </ul>
	Support implementation of the 3-year referee development strategic plan from 2018 – 2021 which is currently being developed <sup>2</sup>	<ul style="list-style-type: none"> <li>Increased number of referees</li> <li>Increased retention of referees</li> <li>Increased development opportunities and uptake</li> </ul>

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<b>1.4 PROMOTE A BASIC RECREATIONAL GAME</b>	Adopt and promote a recreational game for adults and lapsed members	<ul style="list-style-type: none"> <li>Review, development and implementation of a recreational game for adults and lapsed members</li> <li>Improved awareness of recreational games opportunities</li> <li>Implementation of a promotional strategy</li> <li>Provision of resources and equipment</li> </ul>
	Promote 'Pella' or a suitable alternative as an indoor alternative to our traditional games <sup>3</sup>	<ul style="list-style-type: none"> <li>Endorsement and roll-out of Pella or an alternative</li> <li>Increased number of people participating throughout the Association</li> <li>Greater stakeholder satisfaction</li> </ul>
	Embed recreational games as part of the GAA's Healthy Club Project	<ul style="list-style-type: none"> <li>Incorporation of recreational games into the Healthy Club Project</li> <li>Integration with other health and fitness initiatives</li> </ul>
<b>1.5 PROMOTE INCLUSIVITY THROUGH EXPLORING WAYS TO ENCOURAGE MORE PEOPLE TO PLAY OUR GAMES</b>	Appoint an Inclusion Officer to support the activities of national and provincial 'Games for All Committees' <sup>4</sup>	<ul style="list-style-type: none"> <li>Appointment of an Inclusion Officer</li> <li>Number and quality of initiatives implemented</li> </ul>
	Establish new and develop existing formal partnerships with relevant agencies and organisations	<ul style="list-style-type: none"> <li>Number of relationships established and strengthened</li> </ul>
	Develop a strategy to communicate and promote disability and inclusion initiatives	<ul style="list-style-type: none"> <li>Creation and implementation of a strategy to communicate and promote initiatives</li> </ul>
	Introduce a module on coaching children with disability to the Foundation Award	<ul style="list-style-type: none"> <li>Incorporation of a module into the Foundation Award</li> <li>Number of people completing the module</li> </ul>
	Increase engagement with special schools	<ul style="list-style-type: none"> <li>Increased level of engagement with special schools</li> </ul>
<b>1.6 ENHANCE GAMES DEVELOPMENT STRUCTURES AND ACTIVITIES</b>	Support implementation of the recommendations arising from the internal Games Development Review <sup>5</sup>	<ul style="list-style-type: none"> <li>Creation and implementation of a 3-year strategic plan for games development</li> <li>Increased budget expenditure in priority focus areas.</li> </ul>

<sup>3</sup> Pella is an indoor version of Gaelic football, which can be played as a five-a-side game, in an indoor arena or an all-weather pitch.

<sup>4</sup> Games for All Committees aim to promote best practice in the area of inclusion.

<sup>5</sup> The Games Development Review aims to increase recruitment, participation and retention of volunteer coaches, mentors and teachers.



## GOAL 2: DEVELOP OUR VOLUNTEERS AND ADMINISTRATORS

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
2.1 FORM A JOINED-UP FRAMEWORK FOR CLUB OFFICER DEVELOPMENT	Partner with relevant committees, the LGFA, the Camogie Association, etc. to devise an integrated officer training programme	<ul style="list-style-type: none"> <li>• Implementation of a joined-up framework</li> <li>• Improved learning experience for club officers</li> </ul>
	Support County Development Officers to organise club officer education workshops within counties	<ul style="list-style-type: none"> <li>• Number of training workshops organised in counties for club officer education</li> <li>• Increased number of club officers attending training workshops in counties</li> </ul>
	Devise an integrated approach for communicating the availability of training to club officers	<ul style="list-style-type: none"> <li>• Increased communication and awareness of training programmes and opportunities</li> <li>• Increased attendance at training events</li> </ul>
	Introduce a recognition framework to increase club officer participation in training events	<ul style="list-style-type: none"> <li>• Number of counties where the framework has been introduced</li> <li>• Increased attendance at training events</li> </ul>
	Progress a blended approach of workshops and online resources for club officers	<ul style="list-style-type: none"> <li>• Improved online resources</li> <li>• Improved accessibility of online resources</li> <li>• Number of views and downloads of online resources</li> </ul>
	Maximise club officer participation in training by facilitating club officers who typically do not attend events organised on a county or provincial basis	<ul style="list-style-type: none"> <li>• Increased number of officer and club engagements with training provided</li> </ul>

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
2.2 MODERNISE ROLES FOR THE PRINCIPAL COUNTY OFFICERS AND ADMINISTRATORS AT CLUB AND COUNTY LEVELS	Engage with officers and administrators to review and refresh officer roles	<ul style="list-style-type: none"> <li>• Completion of a comprehensive needs analysis of roles</li> </ul>
	Publish updated role descriptions for the principal officers and administrators at club and county levels	<ul style="list-style-type: none"> <li>• Publication of up-to-date role profiles</li> </ul>
	Communicate key responsibilities to officers and administrators	<ul style="list-style-type: none"> <li>• Increased communication and awareness of officer roles and responsibilities</li> </ul>
	Embed role descriptions into established training programmes for officers	<ul style="list-style-type: none"> <li>• Incorporation of role description into training</li> </ul>
	Update the roles on a regular basis	<ul style="list-style-type: none"> <li>• Regular updates of roles</li> </ul>
2.3 REVAMP LEARNING AND DEVELOPMENT FOR THE PRINCIPAL COUNTY OFFICERS	Increase the frequency of learning and development opportunities for the principal county officers	<ul style="list-style-type: none"> <li>• Increased frequency and uptake of learning and development opportunities</li> </ul>
	Deliver an annual induction programme for new county officers	<ul style="list-style-type: none"> <li>• Development, launch and delivery of an annual induction programme</li> </ul>
	Expand the mentoring programme for County Chairpersons to other key officers	<ul style="list-style-type: none"> <li>• Provision of mentoring to additional officer groups</li> <li>• Number of officers paired with a mentor</li> </ul>
	Refresh and refine the annual County Officer Development Conference	<ul style="list-style-type: none"> <li>• Development and organisation of a refreshed conference</li> <li>• Improved feedback from participants</li> <li>• Increased attendance year on year</li> </ul>
	Develop and deliver bespoke leadership programmes for County Executives	<ul style="list-style-type: none"> <li>• Design of a bespoke leadership programme</li> <li>• Number of County Executives availing of the programme</li> </ul>

## GOAL 3: GOVERN AND ADMINISTER OUR AFFAIRS MORE EFFICIENTLY

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<b>3.1 EASE THE OPERATION OF COMMON ADMINISTRATIVE TASKS AT CLUB AND COUNTY LEVELS</b>	Streamline club membership systems	<ul style="list-style-type: none"> <li>Greater integration of club membership systems</li> <li>Administrator satisfaction with using the GAA's system</li> </ul>
	Deliver an action plan to promote the use of the recently launched official GAA mobile app for membership	<ul style="list-style-type: none"> <li>A greater level of use of the membership app</li> </ul>
	Align structures between county and club levels by assessing key positions and committees	<ul style="list-style-type: none"> <li>Completion of a review of positions and committees</li> <li>Improved alignment between structures</li> <li>Improved frequency of key decision-makers attending meetings at both levels</li> </ul>
	Provide performance management support to assist volunteers in managing full-time personnel	<ul style="list-style-type: none"> <li>Improved supports for volunteers managing full-time administrators</li> </ul>
	Assess the appropriateness of appointing more full-time personnel at appropriate levels of the Association to improve operations	<ul style="list-style-type: none"> <li>Completion of a review and consideration of the recommendations</li> </ul>
<b>3.2 PROGRESS IT SYSTEMS AND PROCESSES TO SUPPORT ALL ASPECTS OF GOVERNANCE AND ADMINISTRATION</b>	Appropriately resource the implementation of the GAA I.T. Strategy 2018 – 2020 <sup>6</sup>	<ul style="list-style-type: none"> <li>Reduction in time spent by volunteers and administrators on administrative tasks</li> <li>Greater use of GAA IT systems and services</li> <li>Improved support for compliance with regulatory requirements</li> <li>Improved communication mechanisms</li> <li>Availability of key information in digital format, e.g. match footage, and meeting minutes</li> <li>Improved quality of support provided to GAA units</li> </ul>

<sup>6</sup> GAA I.T. Strategy 2018 – 2020. Available at: [http://www.gaa.ie/mm/Document/MyGAA/ClubAdministrators/15/45/75/GAAITStratV6singles\\_Neutral.pdf](http://www.gaa.ie/mm/Document/MyGAA/ClubAdministrators/15/45/75/GAAITStratV6singles_Neutral.pdf)

<sup>7</sup> GAA Governance Guide. Available at: [http://www.gaa.ie/mm/Document/MyGAA/ClubAdministrators/13/84/69/GovernanceGuideI\\_English.pdf](http://www.gaa.ie/mm/Document/MyGAA/ClubAdministrators/13/84/69/GovernanceGuideI_English.pdf)

<sup>8</sup> Forthcoming Joint GAA/GPA ESRI Research. Available at: <https://www.esri.ie/news/joint-gaagpaesri-research-project-aims-to-support-welfare-of-inter-county-players/>

<sup>9</sup> Memorandums of Understanding Press Release. Available at: <http://www.gaa.ie/news-archive/news/draft-memorandums-understanding-agreed/>

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<b>3.3 ADVANCE GOVERNANCE ACROSS THE ASSOCIATION</b>	Promote compliance with the GAA's governance guide <sup>7</sup>	<ul style="list-style-type: none"> <li>Increased number of units signed-up to the governance guide</li> <li>A more extensive roll-out of awareness workshops</li> <li>Greater awareness of our governance guidelines across the Association</li> </ul>
	Assist clubs and counties with the creation and implementation of strategic plans	<ul style="list-style-type: none"> <li>Increased number of clubs and counties creating strategic plans</li> <li>The effectiveness of implementation of the plans</li> </ul>
<b>3.4 ADDRESS CHALLENGES ASSOCIATED WITH INTER-COUNTY TEAM ADMINISTRATION AND PARTICIPATION</b>	Devise and implement a specific strategy to address the key administrative challenges, e.g. finance, charters, personnel involved, club and county competition structures, etc.	<ul style="list-style-type: none"> <li>Development of a strategy and implementation of the goals within it</li> </ul>
	Review the findings from the ESRI analysis of demands on senior inter-county players and implement suitable actions <sup>8</sup>	<ul style="list-style-type: none"> <li>Implementation of measures to assist inter-county players to achieve more balance between their playing, personal and professional lives</li> </ul>
<b>3.5 INTEGRATE MORE CLOSELY ACROSS THE GAA FAMILY</b>	Implement the Memorandums of Understanding between the GAA and: <ol style="list-style-type: none"> <li>The Camogie Association</li> <li>The LGFA <sup>9</sup></li> </ol>	<ul style="list-style-type: none"> <li>Establishment of a Transition Oversight Group</li> <li>Increased cooperation between the GAA and its sister organisations</li> <li>Number of joint functions in place, e.g., coach development, officer development, administration</li> <li>Greater awareness of the impacts of the MoUs</li> </ul>
	Explore a framework for further integration of the GAA, LGFA and Camogie at all levels	<ul style="list-style-type: none"> <li>Review the framework to build on the implementation of the MoUs</li> </ul>
	Implement and further improve the One Club Model	<ul style="list-style-type: none"> <li>Increased number of clubs operating with the One Club Model</li> <li>Review and refinement as appropriate</li> </ul>
	Explore the development of a One County Model	<ul style="list-style-type: none"> <li>Feasibility assessment of a One County Model</li> </ul>
	Encourage female participation across the Association and sister organisations	<ul style="list-style-type: none"> <li>Research on possible barriers to participation</li> <li>Development and promotion of female participation initiatives</li> <li>Increased female participation in coaching, games development, refereeing and administration</li> </ul>

## GOAL 4: COMMUNICATE GAA MESSAGES BETTER TO OUR MEMBERS AND FOLLOWERS

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OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
4.1 PROMOTE AND MARKET GAA ACTIVITIES	Undertake additional market research on the current effectiveness of the GAA brand to benchmark for improvements	<ul style="list-style-type: none"> <li>Additional research in key areas</li> <li>Greater use of benchmarking data as a basis for improvement</li> </ul>
	Develop a marketing toolkit for club and special county competitions, e.g., County Championships, Féile, and the Celtic Challenge	<ul style="list-style-type: none"> <li>Development of a toolkit</li> <li>Strong level of uptake on the toolkit</li> </ul>
	Engage with our partners to exploit the opportunity for improving marketing of club games created by the shortening of the inter-county playing season	<ul style="list-style-type: none"> <li>Development and implementation of a distinct strategy for club games</li> <li>Improved marketing of club games</li> <li>Increased attendances at games</li> </ul>
	Enhance our strategy for streaming and digital transmission of games including non-inter-county games	<ul style="list-style-type: none"> <li>Strengthening of existing partnerships</li> <li>Creation of new partnerships</li> <li>Increased viewership numbers for non-inter-county games</li> </ul>
	Increase investments in the promotion of club activities, e.g. club open days	<ul style="list-style-type: none"> <li>Greater investment in promoting club activities</li> <li>Increased promotion of club activities</li> <li>Increased awareness of club activities</li> </ul>

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OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
4.2 COMMUNICATE GAA MESSAGES BETTER	Devise a new central communications strategy to focus on both internal and external stakeholders	<ul style="list-style-type: none"> <li>Development and implementation of a new strategy</li> <li>Progress against the agreed goals and objectives</li> </ul>
	Ensure adequate resourcing of social media activities	<ul style="list-style-type: none"> <li>The adequacy of resources allocated to social media</li> </ul>
	Redefine the role of the PRO at all levels to cater better for all modern-day responsibilities	<ul style="list-style-type: none"> <li>Role profiles redefined</li> <li>Improved feedback from PROs on their ability to fulfil the role</li> </ul>
	Improve the standard of media facilities in primary GAA county grounds	<ul style="list-style-type: none"> <li>Improved media facilities at county grounds</li> <li>Increased satisfaction from the GAA media</li> </ul>
4.3 ENGAGE BETTER WITH YOUTH MEMBERS AND YOUNG PEOPLE	Create a mechanism for gathering the views of young people on strategic issues	<ul style="list-style-type: none"> <li>The mechanism developed and used extensively</li> </ul>
	Incorporate a youth element into any significant consultation processes in the future	<ul style="list-style-type: none"> <li>Number of significant consultation processes undertaken which include a youth element</li> </ul>
	Educate relevant stakeholders on best practice methods for listening to and consulting with young people as part of any initiatives or activities they are responsible for	<ul style="list-style-type: none"> <li>Measures taken to educate stakeholders</li> <li>Number of youth consultations undertaken for initiatives</li> </ul>

## GOAL 5: PROTECT AND GROW OUR ASSOCIATION

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OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<b>5.1 CATER FOR NEEDS ARISING FROM THE POPULATION SHIFT FROM RURAL TO URBAN AREAS</b>	Define rural and urban issues separately	<ul style="list-style-type: none"> <li>Issues including opportunities and threats defined</li> </ul>
	Provide mechanisms and flexibility to support rural clubs in accessing additional players, coaches and other volunteers	<ul style="list-style-type: none"> <li>Development of interventions to improve support for rural clubs regarding the stated issues</li> <li>Increased ability of rural clubs to retain players</li> <li>Increased capacity of clubs to increase membership numbers</li> </ul>
	Explore creative approaches to assist large urban clubs in catering for vast numbers of members	<ul style="list-style-type: none"> <li>Development and implementation of approaches to assist clubs</li> </ul>
	Explore ways to facilitate and encourage rural players to continue playing with their Home Clubs	<ul style="list-style-type: none"> <li>Development of options to increase the ability of players continuing to play with their Home Clubs</li> </ul>
<b>5.2 EXAMINE OUR COMMITMENT TO OUR AMATEUR STATUS VALUE</b>	Define amateur status in a GAA context in the modern era	<ul style="list-style-type: none"> <li>Defined position on our amateur status</li> </ul>
	Identify behaviours and practices that are acceptable/not acceptable in line with our amateur status	<ul style="list-style-type: none"> <li>A set of behaviours and practices developed and agreed</li> </ul>
	Carry out an awareness campaign to re-affirm amateur status as a core value of the Association	<ul style="list-style-type: none"> <li>Implementation of an awareness campaign</li> </ul>
<b>5.3 REINVIGORATE OUR FOCUS ON RESPECT BOTH ON AND OFF THE FIELD</b>	Implement a well-resourced respect initiative that carries messages that speak to all GAA audiences	<ul style="list-style-type: none"> <li>Development of initiatives for greater promotion and awareness of the respect initiative</li> </ul>
	Advocate tolerance, understanding and acceptance in all elements of our games	<ul style="list-style-type: none"> <li>Measures taken to increase tolerance, understanding and acceptance in our games</li> </ul>

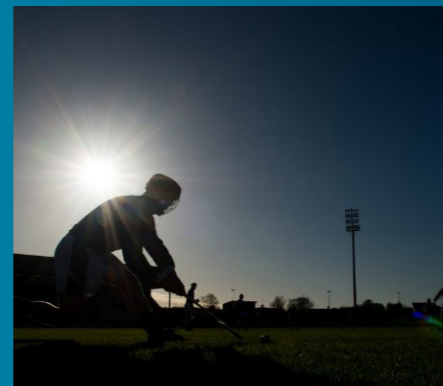
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OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<b>5.4 EXPAND AND BUILD THE HEALTHY CLUB MODEL ACROSS THE ASSOCIATION</b>	Enable all interested clubs to access the Healthy Club project through adequate resourcing and promotion	<ul style="list-style-type: none"> <li>A greater number of clubs participating</li> <li>Greater awareness of the Healthy Club project</li> </ul>
	Integrate principles of the Healthy Club model into other facets of our clubs	<ul style="list-style-type: none"> <li>Incorporation of more aspects of club administration into the Healthy Club model</li> </ul>
	Use Healthy Clubs as a delivery vehicle for GAA recreational games and Games for All concepts	<ul style="list-style-type: none"> <li>Delivery of recreational games and Games for All concepts through the Healthy Club project</li> </ul>
	Upskill County Health and Wellbeing Committees to better support local Healthy Clubs and assist in the delivery of the model	<ul style="list-style-type: none"> <li>Improved training opportunities and uptake</li> </ul>
<b>5.5 ESTABLISH NEW AND FURTHER EXISTING RELATIONSHIPS WITH NATIONAL AND LOCAL GOVERNMENT ON POLICIES</b>	Develop a documented understanding with the government for partnerships that facilitate the achievement of mutually beneficial strategic objectives	<ul style="list-style-type: none"> <li>Provision of a documented agreement</li> <li>Development of meaningful partnerships</li> </ul>
	Increase our awareness of government strategies, policies and funding opportunities - existing and new - at national and local levels	<ul style="list-style-type: none"> <li>Increased awareness of strategies, policies and funding opportunities</li> <li>More targeted applications for funding</li> </ul>
	Support research to put a social capital value on the GAA's contribution to Irish life	<ul style="list-style-type: none"> <li>Carrying out and provision of social capital research</li> <li>Greater appreciation for the GAA's contribution to Irish life and the economy</li> </ul>

# 08 IMPLEMENTATION FRAMEWORK

We will undertake a thorough approach to the implementation of the Strategic Plan which will involve:

- The establishment of an Implementation Committee which will be chaired by the Uachtarán.
- The delegation of specific objectives to the most appropriate people and groups to take the lead on delivering.
- The creation of operational plans setting out yearly-goals, targets, lead responsibilities and the initial steps to be taken.
- The on-going monitoring of progress against the indicators set out in the plan.
- Regular reporting to An Coiste Bainistíochta.



**The Strategic Plan will incorporate a rolling element to ensure that it remains flexible whereby the approaches within it will be reviewed on a regular basis by An Coiste Bainistíochta.**







**STRATEGIC PLAN** 2018 - 2021