



# GAA STRATEGIC PLAN 2015 - 2017

## MID-POINT PROGRESS REPORT



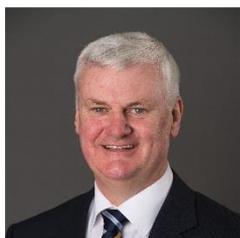
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## Teachtaireachtaí

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Is pribhléid é dom an teachtaireacht seo a scríobh ar an ócáid speisialta seo.

I am privileged to be able to address you on what is a crucial milestone in the invaluable work taking place in the Strategic Plan.

Without a thorough and robust strategic plan with clearly defined goals and a resolute determination to achieve results we would not be in a position to adequately deliver on our primary goal of nurturing and supporting our Games and our Players.

Although at the Mid-Point in a three year plan, it is very clear that this determination not only exists, but there is hard evidence to back it up that progress is being made.

As Chairperson of the Implementation Committee I want to extend míle buíochas to those who have dedicated themselves to this plan which has the ultimate aim of having a better Association for the betterment of all.

Like any team at half time, we cannot rest on our laurels and be happy with what we have only done so far. The second half will bring its own challenges but I am repeatedly inspired by the passion and enthusiasm of our staff and volunteers across our committees and sub committees and have every confidence in them.

Rath Dé ar an obair,

Aogán Ó Fearghail  
Uachtarán  
Chumann Lúthchleas Gael



The Strategic Plan 2015-2017 was different to its predecessor in that it set goals for staff and national committees at central level only. It was very specific in setting targets that were then included in the objectives of key management personnel and measured in their end of year performance reviews. Both staff and committees have responded well to the challenges laid out in the plan which has benefitted from the oversight of the Implementation Committee and, in particular, the determined and clear-thinking analysis of our Planning and Training Administrator, Ruairí Harvey. Much remains to be done and some of the tougher challenges in implementing this three-year strategy have to be faced during the 'second half. Given the methodical approach and determination to succeed that has been obvious to date, however, I am confident that the key goals will be realised by the end of 2017 and that the Association will benefit accordingly.

Páraic Ó Dufaigh  
Ard Stiúrthóir  
Chumann Lúthchleas Gael

## *Executive Summary*

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The GAA Strategic Plan 2015 – 2017 was launched in March 2015. The plan outlines goals to guide our activities in six areas: 1) Games 2) Clubs 3) Governance and Structures 4) Finance and Commercial 5) Communications 6) Cooperation within the Gaelic games family. Furthermore, specific strategies to achieve each goal and measures of success are documented within the plan. This Progress Report for the Association on the GAA Strategic Plan 2015 – 2017 reflects on an 18 month period in which huge progress has been made towards the fulfilment of the plan. Since the commencement of the Strategic Plan, we have:

- Delivered an ambitious Club Leadership Development Programme to over 1,000 club officers
- Implemented new models of participation to address decreases in participation e.g. Super Games Centres and The Celtic Challenge
- Developed a membership card programme to reward members for their membership of their Clubs
- Reformed inter-county grading structures to reduce the demands on talented players in the 17 to 22 age bracket
- Launched a new national procurement programme to help Clubs achieve savings on common products and services
- Agreed a new long-term funding framework for the GPA which meets the agreed objectives of our shared approach
- Developed a new official GAA website, GAA.ie

The Association can be proud of the achievements that have resulted from the efforts of everyone who has worked towards our shared goals. The efforts to deliver these accomplishments have been guided by the Strategic Plan Implementation Committee, which is responsible for facilitating and monitoring fulfilment of the Strategic Plan. This Committee has maintained a keen sense of priorities and not let the urgent drive out the important. Over the course of the next 18 months, the Implementation Committee - under the direction of Coiste Bainistíochta - will continue to methodically monitor the delivery of the plan and strive to fulfil the majority of strategies documented in it. It is also envisaged that the GAA Strategic Plan 2015 – 2017 will provide a clear road map as well as a platform on which to build the next Strategic Plan for the Association.

# GAA Strategic Plan 2015 – 2017

## Introduction

The 2015 – 2017 Strategic Plan builds upon the previous seven-year plan, recognising the core values, mission and vision of the Association. Goals and strategies were developed to contribute toward our aspiration to continue to be a community-based, volunteer organisation promoting Gaelic games, Gaelic culture and lifelong participation. This plan sets goals for staff and national committees of volunteers at central level only. Notwithstanding the requirement to align with Central Council policies, Clubs, County Committees and Provincial Councils are being encouraged and supported to develop their own strategic plans and make decisions and investments according to their own unique circumstances.

## Headline Plan

### *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 our members to achieve their full potential in their chosen roles.

### *Our Vision*

Our vision is that everyone be welcome 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*

Values	What this means
Community Identity	<ul style="list-style-type: none"><li>• Community is at the heart of our Association</li><li>• Everything we do helps to enrich the communities we serve</li><li>• We foster a clear sense of identity and place</li><li>• We support our members in contributing to the well-being of their respective communities</li></ul>
Amateur Status	<ul style="list-style-type: none"><li>• We are a volunteer-led organisation</li><li>• All our players and members participate in our games as amateurs</li></ul>

	<ul style="list-style-type: none"> <li>We provide a games programme at all levels to meet the needs of all our players</li> </ul>
Inclusiveness	<ul style="list-style-type: none"> <li>We welcome everyone to be part of our Association</li> <li>We support the needs of all of our members</li> </ul>
Respect	<ul style="list-style-type: none"> <li>We respect each other both on and off the playing fields</li> <li>We operate with integrity at all levels</li> <li>We listen and respect the views of all</li> </ul>
Player Welfare	<ul style="list-style-type: none"> <li>We provide the best playing experience for all our players</li> <li>We structure our games to allow players of all abilities to reach their potential</li> </ul>
Teamwork	<ul style="list-style-type: none"> <li>The cornerstone of our Association is effective teamwork on and off the field</li> <li>Ní neart go cur le chéile (<i>there is no strength without working together</i>)</li> </ul>

### Statement of Goals

The strategic goals from 2015 to 2017 are:

1. to increase player and member participation and to support the continued growth of the Association
2. to improve support for county and club volunteers
3. to implement a governance code that will strengthen all units within the Association
4. to improve the financial, commercial and fundraising framework for our units
5. to utilise all communication platforms to engage effectively with players, coaches, administrators, members, supporters and the wider public
6. to develop our partnership with the Cumann Camógaíochta and Cumann Peil Gael na mBan

### Implementation of the Plan

Since the launch of the strategic plan in March 2015, an Implementation Committee chaired by Uachtarán, Aogán Ó Fearghail has been ensuring that initiatives are developed and delivered to realise the plan's goals. In addition to the Uachtarán, the other members of the Implementation Committee are as follows:

<b>Name</b>	<b>Role</b>
<i>Páraic Duffy</i>	Ard-Stiúrthóir
<i>Teresa Rehill</i>	Operations Manager
<i>Feargal McGill</i>	Director of Player, Club & Games Administration
<i>Ruairí Harvey (Rúnaí)</i>	Planning and Training Administrator

This Committee is responsible for assigning responsibilities, identifying priorities for each year of the plan, ensuring that the various strategies are understood by the people - and sub-committees - being asked to deliver them, moving these stakeholders towards action and monitoring progress. The Implementation Committee meets on a quarterly basis to review progress, take a balanced look at progress and discusses any matters arising from initiatives. The important work of this Committee will provide a platform on which to build the next Strategic Plan for the Association.

# Areas of Progress

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## What has been achieved - the numbers...

- ❖ €3.75 million raised through National Club Draw
- ❖ 600,000 members eligible for membership benefits programme
- ❖ 500,000 followers on social media
- ❖ 1,060 club officers trained
- ❖ 719 new referees recruited
- ❖ 220 attendees at the County Officer Conference
- ❖ 200 attendees at the Youth Forum
- ❖ 118 games played in the Celtic Challenge
- ❖ 70 Super Games Centres established
- ❖ 20 countries represented at the World Games
- ❖ 5-year extension to our ticketing contract
- ❖ 3-year Recognition Protocol agreed with GPA

# Action Area 1 - Player and Member Participation

## Overview

The Association is committed to increasing player and member participation and to supporting the continued growth of the Association. To this end, we have delivered many initiatives over the past 18 months. Highlights include the:

- Reintroduction of Lá na gClubanna to the national calendar
- Launch of a Membership Card Programme to further incentivise membership
- Creation of Super Games Centres as a new model of participation
- Renewal of the Award 2 Coaching Programme
- Creation of the Celtic Challenge as a new national hurling competition
- Development and growth of the annual Youth Form
- Production of an action plan to raise awareness of welfare-related resources
- Design of a new Children's Officer Workshop
- Enhancement of referee recruitment, training and mentoring programmes
- Introduction of a role and education programme for County Fixture Analysts
- Proposal of a new Football Championship Structure
- Passing of motions to move inter-county minor from U18 to U17 and inter-county football from U21 to U20
- Hosting of the Etihad Airways GAA World Games - a total of 57 teams from 20 countries played 254 games



## Areas of Progress

### *Lá na gClubanna*

Lá na gClubanna was reintroduced into the national calendar in 2016. This special day dedicated to GAA Clubs and club activities took place on Sunday, 8 May. A large number of Clubs took this opportunity to highlight the important role of members, players, supporters' and families in our Association and for the local community to have fun. It also provided Clubs with an opportunity to engage with potential new members. A booklet containing information on organising the day, Lá na Clubanna activities, budgeting & fundraising and recruiting volunteers was produced and made available on the GAA website. Also, developed was the Lá na gClubanna Toolkit which includes a poster, flyer, signage/banners and digital graphics to help clubs to promote the day. This toolkit was distributed to the 500 Clubs who requested such materials.

### *Membership Card Programme*

A Membership Card Programme has been launched to thank GAA members for their membership of the Association, their attendance at GAA games and their participation in GAA-related activities – it is named GRMA (Go Raibh Maith Agat). Members will be able to receive benefits and discounts through participating in the initiative and also accumulate points for their Clubs to redeem rewards. The programme has been available to join online since November 2016 and cards will be delivered to Clubs from January 2017.

### *Super Games Centres*

In response to the strategic aim to implement new models of participation in both urban and rural areas to deal with the increase/decrease in playing numbers, it has been identified that Youth (i.e. GAA Super Games) Centres be developed in each County. GAA Super Games Centres (SGC) are where a small-sided format is provided for youth players aged 12 – 17. They can be based in Club, School and Community locations catering for a population not adequately served by regular school or club games through the traditional competitive structure. A total of 70 SGC locations were recorded in 2016 and 88 further ones are predicted for 2017.

### *Coach Education*

Following on from the completion of an evaluation of the Coach Education Programme in 2012, renewal of the programme began in 2013 focusing on updating content and implementing new delivery mechanisms, in particular eLearning, Mentoring and Communities of Practice. The GAA Learning Portal was launched in 2013 to deliver eLearning content. A Mentoring initiative has been initiated as part of an Assimilation Process for unqualified coaches at Award 2 level while simultaneously an Accreditation process has also been established to recognise and endorse programmes developed by GAA Units at Provincial and County level. The first formal course to be revised was the Award 2 Programme and a 6-month pilot is currently underway. Revisions of the Foundation and Award 1 Programmes are scheduled for 2017 with a launch of the renewed Coach Education Programme in January 2018.

### *Celtic Challenge*

The Association developed and launched a new national Hurling competition known as the Celtic Challenge to replace the All Ireland Minor B & C Hurling Championships. The Celtic Challenge is a developmental competition for 16 and 17 year olds who are not participating in State Examinations. 31 Counties were represented in the Celtic Challenge and a total of 38 teams - including regional teams - participated. The competition ran from 4 May to 18 June 2016 and over this period, more than 1,000 players participated in a total of 118 games including 5 Finals. The competition will continue in 2017 with 48 teams involved and representation from all 32 Counties.

### *Youth Forum*

The GAA's annual Youth Forum continues to grow and develop. This year over 600 young players aged 12 - 21 applied to attend the Youth Forum. 200 applicants were selected to participate in the vibrant one-day event in Croke Park. The Forum started with interactive demos at the Exhibition Zone. Players then had the opportunity to attend a number of different workshops throughout the day where high profile speakers addressed a range of issues from Respect & Sportsmanship to Injury Prevention & Recovery to Gambling Awareness. The young players then participated in a free-taking masterclass with celebrated Inter-County stars including Diarmuid Murtagh, Cora Staunton, Kate Kelly and Conor Cooney. The day concluded with a Q&A session. It is intended to increase capacity to 600 attendees for 2017.

### *Action Plan for Welfare Policies*

An action plan has been agreed to make our members, players, coaches, and administrators aware of the wealth of welfare-orientated resources, courses, and educational programmes that are available to them. The plan was agreed following consultation with key stakeholder departments and Central Council Sub-committees. Key actions include: 1) An annual communications plan for welfare information 2) A biennial Club Player Conference in Croke Park to focus on welfare issues 3) A membership database solution to allow for targeted delivery of communications 4) A mobile friendly version of the GAA Learning Portal 5) A Welfare Awareness Campaign. Good progress is being made in all of these areas and the aim is to implement all of these actions before the end of the GAA Strategic Plan 2015 – 2017.

### *Child Protection Training*

A new Club Children's Officer Workshop has been finalised and endorsed by the GAA, LGFA, and Camogie Association with Sport Ireland. This workshop acts as a guidance for the Club Children's Officer in their Club role. The 3-hour workshop is delivered at County level with each County directed to organise at least one such workshop in their County in 2017. The workshop was piloted in 2016 with 41 workshops delivered in 23 Counties following which the contents were agreed between the Gaelic Games Associations and Sport Ireland. Twenty-one Child Welfare Tutors have now been unskilled to deliver the workshop including two Tutors for Britain. In addition, the Association is now engaged in amending a Sport Ireland online refresher programme for those who previously attended the Gaelic Games Child Protection in Sport Awareness Workshop. This training will be recommended for participants approximately three years after they attended the initial programme.

### *Referee Development*

In 2016, 368 new referees were recruited and trained across the 32 counties, 351 in 2015. The recruitment figures for 2015/2016 represent an 11.6% increase on 2013/2014. This increase is likely to be a result of the recruitment campaign "Think you can do better?, Put your whistle where your mouth is." The vast majority of new referees are either current or former players. A very small number of former Inter-County players have also trained as referees; however, due to the involvement of these players in local team management, their recruitment as referees has proved to be a challenge. Following meetings with County

Administrators on a provincial basis, amendments to the training programme for new referees and in-service referees were made. The amended programme was formally launched in November 2016. In conjunction with further improved training, it is anticipated that an increase in mentoring and advising will increase the retention rate of referees. Plans are in place to work with Provinces and Counties to standardise activities in counties with a particular emphasis on mentoring, advising, rules testing and fitness testing.

### *County Fixture Analyst Role*

Congress 2016 voted to introduce the role of Fixture Analysts - replacing Fixture Planners - for each County to monitor and analyse the County Fixtures Programme on an annual basis. The Fixture Analysts will present a report to Annual Convention on fixtures played in all club competitions and make recommendations for changes in the fixture calendar where appropriate. In order to create broad principles of best practice for Counties to refer and aspire to, a National Club Fixture Forum took place in Croke Park in October of 2016. Work is now underway to devise an education programme for Fixture Analysts and counties will be asked to appoint Fixture Analysts for the New Year. This programme will ensure that there is a definite and specific role for Fixture Analysts within the County structure and that key actions are completed annually.

### *Football Championship Structure*

A new Football Championship Structure has been proposed to condense the calendar of inter-county games, make the football senior championship more exciting and give the club championships more room to run. The proposal acknowledges that there is no perfect solution to the complexities of fixture scheduling; rather, it proposes modest changes to improve the current situation. Congress 2017 will consider motions which will decide if our football championship will be reformed or not.

### *Player Overtraining and Burnout, and the GAA Fixtures Calendar*

In November 2015, the Association published a document entitled 'Player Overtraining and Burnout, and the GAA Fixtures Calendar' to put forward a case for the need to reform competition structures and fixture scheduling to address serious and pressing player welfare issues such as overtraining and burnout. This resulted in several motions being put to Congress 2016 for consideration. While not all motions were passed, two major ones were. The first one will see the Inter-County minor grade reduced from under-18 to under-17. In turn, players will not be eligible for senior club matches so there will be less of a demand on them. The second motion will see the Inter-County football under-21 championship re-graded to under-20 and played during the summer as an exclusively developmental age grade with no participants eligible for senior inter-county competitions. This is another significant motion which will help address pressing player welfare issues in young players.

### *World Games*

The Etihad Airways GAA World Games took place in Dublin between 7 – 14 August 2016. The event was used as an opportunity to showcase the extent to which participation in Gaelic games has spread beyond our shores and acknowledge the tremendous work being done internationally. More than 1,000 men's Gaelic footballers & hurlers, ladies footballers and camogie players from 10 regions around the globe brought Gaelic games home to Ireland for a week-long festival of Gaelic games activity at UCD's Belfield campus, with the final being played in Croke Park. A total of 56 teams - 27 native born - from 20 countries played 254 games. Teams from as far away as Australia, South Africa and Argentina were present, as well as teams from China, Canada, the Middle East, the US, Europe and Britain. The visiting teams also took part in a major cultural heritage night and concert at the Helix Theatre in DCU and a dedicated coaching forum. It is intended to keep developing this initiative and run it every three years.

## Action Area 2 – Support for county and club volunteers

### Overview

The commitment by the Association to improve support for county and club volunteers was manifested in 2015 and 2016 by the roll-out of major initiatives for the principal officers at both county and club levels. Highlights include the:

- Delivery of a new Club Leadership Development Programme to over 1,000 officers
- Establishment of a team of 40 Leadership Associates
- Creation of a Mentoring Programme for County Chairpersons
- Enhancement of the County Officer Development Conference
- Design of online learning materials and modules
- Review and revamp of the Club Planning Programme
- Auditing of facilities in all county grounds



## Areas of Progress

### *Club Leadership Development Programme*

The Association launched a new and ambitious Club Leadership Development Programme to assist club officers acquire the knowledge and skills to carry out their roles successfully. The programme commenced in February 2016, following the completion of a training needs analysis, design of seven 2-hour modules and recruitment & training of a team of Associates from across Ireland to deliver the modules. Delivery of the programme includes the organisation of events by County Development Officers / the Provincial Councils and promotion to Club Chairpersons, Secretaries, Treasurers and PROs. Online resources have been developed to complement the face-to-face elements and all participating officers receive a Certificate of Achievement. Over 100 modules have been rolled out to 1,040 officers in 16 counties across Ireland and two regions in Britain this year. A further 100 modules have been scheduled for delivery before the end of March 2017. Additional features for 2017 will include roll-out tré gaeilge in regions of Ireland and delivery to Overseas Units via webinars.

### *Leadership Associate Team*

The Association established and trained a team of 40 Leadership Associates in 2015 to help deliver leadership training to club officers and make recommendations on the direction of the Club Leadership Development Programme content. This team plays a vital role in providing support for club officers across the Association and ensuring a consistent experience for participants in officer training events. Four full days of training have been delivered to all Associates and many have gone on to help the National Officer Development Committee with other initiatives such as county officer training, club planning, governance training, mentoring, online learning etc...

### *Mentoring for County Chairpersons*

A Mentoring Programme for County Chairpersons has been created to offer Chairpersons the opportunity to meet with a trained Mentor who can help them manage the challenges they face and carry out their roles more effectively. The appetite for such a programme was initially identified at a workshop with Chairpersons in 2016. Subsequent to this, a series of interviews were held with several Chairpersons to further explore the merit of mentoring to complement the workshops and sources of advice that are already available to them. Four experienced GAA officials have agreed to act as Mentors and undergo three days of training in the skills and practices of mentoring. The mentoring relationships will commence in January 2017 and will last for one year. A former County Chairperson will act as coordinator for the programme and facilitate regular meetings of the Mentors. The programme will be evaluated after 12 months to see if it can become a national working model for each County Chairperson.

### *County Officer Development Conference*

To increase the opportunities for county officers to receive support in their roles, the Association ran a County Officer Development Conference in 2016 which was attended by 220 officers. County Chairpersons, Secretaries, Treasurers, PROs & Development Officers got an opportunity to receive the most up-to-date information on their roles, discuss challenges, suggest new ideas and network with each other. Keynote speeches were delivered to attendees by Aogán Ó Fearghail (Uachtarán CLG) and Declan Coyle (Director of Andec Communications). This event will run again on 14 January 2017.

### *Online Administrator Learning*

An online module on the topic of 'Effective Meetings' has been built to pilot the effectiveness of online learning. In addition, a licence has been acquired with webinar provider Cisco WebX. This has resulted in a webinar being piloted with Higher Education Club Secretaries and Club Secretaries in a selection of

European GAA Clubs. The effectiveness of this form of training is currently being evaluated. Subject to the successful outcome of this, a 12-month online training plan for administrators will be devised.

### *Club Planning*

The GAA Club Planning Programme has been reviewed and updated to ensure that it facilitates continuous improvement at club level. A reinvigorated version of the programme, originally launched in 2008, will feature a stronger focus on the implementation and monitoring of Club Plans, up-skilled Club Planners and better promotion of the resources and supports that are available to Clubs. For 2017, the aim is to work with 100 Clubs to develop a Club Development Plan.

### *Facility Audit of County Grounds*

In order to determine the existing state of the facilities available at each county ground, a facility audit has been carried out in over 90 per cent of grounds. This required the design of an audit template and ground visits. The collation of information is on-going. A summary document with recommendations will be submitted to Coiste Bainistíochta for consideration in the first quarter of 2017.

## Action Area 3 – Governance

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### Overview

The GAA Strategic Plan 2015 – 2017 provides for the implementation of a governance code that will strengthen all Units within the Association. Indeed, the Association took concrete steps since the launch of the Strategic Plan to deliver upon this. Highlights include the:

- Creation and publication of GAA Governance Guidelines
- Design of a training workshop and materials for roll-out in 2017



### Areas of Progress

#### *Governance Guidelines*

The Association has devised and published a set of Governance Guidelines to outline the standards that our Units and anyone charged with administration should strive to achieve. Governance is a system of rules, practices and processes by which the Association and all of its Units are directed and controlled. The guidelines do not focus on the rules of the Association. Instead, they focus on the standards that we should strive to achieve under the five main principals of governance i.e. 1) Leading 2) Controlling 3) Being accountable 4) Working effectively 5) Behaving with integrity. Each Unit will be expected to formally adopt the guidelines and to observe them.

#### *Governance Training*

Adequate training is also a key component to the implementation of the Governance Guidelines across the Association. A design team comprised of nominees from the guideline authors and training experts has collaborated to develop a 2-hour education module and training materials such as a self-evaluation tool and practical templates. The initial aim of the training is to raise awareness of the guidelines amongst Clubs and County Committees. Training is planned to take place for these Units before Congress next year. The second phase of this project will focus more on the implementation of the various policies, practices and procedures that are set out in the guidelines.

# Action Area 4 – Finance and Commercial

## Overview

As an Association, we have strived to improve the financial, commercial and fundraising framework for our Units. Nearly all strategies outlined in the Strategic Plan have been progressed in respect of this aim. Highlights to date include the:

- Approval, in principle, of a long-term strategic fund for Units
- Development of the National Club Draw with €1.7 million raised in 2016
- Renewal of our ticketing contract with tickets.ie until 2020
- Launch of a new national procurement programme entitled Purchase Power
- Widespread consultation on a revised strategy for the distribution of funding to Units
- Framework agreement between the GAA and GPA to cover relations between the two bodies for the period 2017 – 2019



## Areas of Progress

### *Alternative Means of Funding*

The concept of a long-term strategic fund has been devised and the principle approved by Coiste Bainistíochta. Terms of Reference and the legal structure are currently being prepared. An annual proportion of Association income and non-recurring income will finance the fund. The fund will be allowed to accumulate over time and will be utilised exclusively for long-term strategic purposes.

### *The National Club Draw*

The GAA National Club Draw has been further developed to assist Clubs in their drive to raise much needed funds to aid the development and promotion of our games. This initiative provides an opportunity for Clubs to raise up to €20,000. Each Club retains all the proceeds from the tickets sold by their Club. All prizes are provided by Ard Chomhairle. A group comprising of volunteer and full-time staff has been established and assigned with responsibility for the development of the initiative. €3.75 million was raised by Clubs in 2015 and 2016 whilst several features have also been put in place to improve it further for 2017.

### *Ticketing Contract*

The GAA renewed its contract with Irish ticketing company, tickets.ie, up until 2020. This ensures that the Association remains in a position to guarantee its supporters that no ticket fee will apply when purchasing GAA match tickets via the official GAA website or on the tickets.ie on-line and retail network which includes more than 350 Centra and SuperValu stores throughout Ireland.

### *Purchase Power*

A national purchasing programme called Purchase Power has been launched to help Units save time and effort and reduce costs. The initiative meets the long-standing purchasing needs of the GAA and all its Units including Clubs and County Boards. It uses the collective buying power of the entire GAA to secure bulk discounts on common products and services (like energy, sand, line paint, medals, print, etc.) from nominated suppliers.

### *Funding Distribution Model*

There has been widespread consultation with various stakeholders to identify a revised strategy for the distribution of funding to Units. A revised approach has been drafted by the National Financial Management Committee and will be refined and presented for approval in the coming months for implementation in 2017.

### *GPA Agreement*

A framework agreement between the GAA and GPA was reached in July 2016 to cover relations between the two bodies for the period 2017 – 2019. The agreement contains a number of elements which will provide greater practical support to county players and also ensures that they can have a more direct input into important issues pertaining to their playing careers. It also contains stricter oversight and reporting procedures for the use of GAA funding by the GPA. The new framework agreement was used to finalise a revised Recognition Protocol document covering the three-year period 2017-2019. This protocol was finalised at the November 2016 meeting of Central Council.

# Action Area 5 - Communications

## Overview

Efforts to utilise all communication platforms to engage effectively with players, coaches, administrators, members, supporters and the wider public have continued in the past 18 months. Highlights include the:

- Development of a new official GAA website, GAA.ie
- Growth of official social media accounts – inc. Twitter, Facebook, Instagram and Snapchat - to over 500,000 followers
- Draft of a new IT Strategy
- Pilot preparation for a new Club Management System
- Publication of a strategy for the promotion and use of the Irish Language



## Areas of Progress

### *New GAA Website*

In keeping with the requirement for continued innovation in our engagement with modern technology and modes of communication, the Association commissioned digital sport leader, Deltatre, to work on developing and implementing a new official GAA website, GAA.ie. The new website is fully responsive and offers a great experience to supporters on any digital device, which meets the growing demands from users on mobile and tablet devices. GAA.ie was re-launched in January 2016 and is continuing to improve communication and engagement with members.

### *Growth of Social Media Platforms*

An official GAA Snapchat channel was launched in August 2016. Followers on official GAA social media accounts i.e. Twitter, Facebook, Instagram and Snapchat have passed the 500,000 mark.

### *New IT Strategy*

An overall draft IT Strategy is being progressed with significant work complete on governance (through Deloitte), digital initiatives for Clubs (with Microsoft), membership management and information management. The strategy is scheduled for completion by the end of 2016.

### *Club Management System*

The Association sought proposals from suitably qualified and experienced partners to assist in the design, construction, implementation and support of a system capable of assisting GAA Clubs in the management of relationships with their members and the administration of a GAA Club on a daily basis. Six companies were considered and eventually one was chosen to undertake a pilot with several Clubs in 2017. This pilot will help the participating Clubs accept online member applications, collect fees, communicate and fundraise.

### *Irish Language Strategy*

Sa phlean straitéiseach atá leagtha amach ag Coiste Náisiúnta na Gaeilge do na blianta 2015 – 2018 tá béim á leagan ar cheithre rud:

- 1) An Ghaeilge labhartha – go háirithe ag leibhéal na gclub
- 2) Léitheoireacht na Gaeilge a chothú sna Meáin Shóisialta & Thraidisiúnta
- 3) Pleanáil fhadtéarmach don teanga ag gach leibhéal den Chumann
- 4) Gréasán láidir d'Oifigigh Gaeilge a chothú

Faoin scéim *Fondúireacht Sheosaimh Mhic Dhonnchadha*, i gcomhar le Glór nan Gael, tá cabhair á thabhairt do chlubanna plean straitéise gnímh Gaeilge a chur i bhfeidhm agus súil go mbeidh cúpla céad club páirteach ann ag deireadh na tréimhse .

Faoin bplean straitéiseach freisin táthar ag oibriú leis an Rannóg Cumarsáide i bPáirc an Chrócaigh le go mbeadh an Ghaeilge níos feiceálaí ar fhoilseacháin na heagraíochta, ar an suíomh idirlín agus sna meáin shóisialta – ag leibhéal náisiúnta, contae agus club. Tá sprioc ann freisin an teanga a bheith níos feiceálaí i bhfoilseacháin mhargaíochta etc.

Mian fadtérmach an Choiste go mbeadh sé le tabhairt faoi deara ar gach bealach a ndéanann CLG caidreamh leis an bpobal gur eagraíocht í seo atá ag déanamh a díchill cothú a dhéanamh ar ár dteanga chomh maith lenár gcluichí.

# Action Area 6 – Cooperation within the Gaelic games family

## Overview

Our partnership with An Cumann Camógaíochta and Cumman Peile Gael na mBan further developed since the launch of this Strategic Plan. Areas of progress under the plan include the:

- Establishment of a working group to improve cooperation across the three Gaelic games organisations
- Appointment of a group to devise guidelines for a One Club approach



## Areas of Progress

### *Working Group*

A working group comprising of the Director Generals of the GAA, LGFA and Camogie Association has been established and is working together in several areas of commonality. This arrangement has resulted in the GAA's expertise in common areas being initially offered to both Association's and positive exploratory meetings have taken place between many departments. Significant progress is being made in several areas, the best example of this is in the area of child protection, where a Children's Officer Workshop has been designed by all parties and will be rolled-out as a joint initiative in 2017.

### *One Club Model*

A facilitator has been appointed for the above-mentioned working group to help devise a set of general guidelines for a One Club approach. A cross-section of Clubs from the 32 counties have been invited to a national meeting to make contributions. An agreed set of general guidelines are being drafted. The target is to have these issued to all Units in January 2017.

## Implementation Team

The quality of the people and Units responsible for delivering the strategies set-out in the Strategic Plan sets the limit on what can be achieved. Therefore, the first task undertaken by the Implementation Committee was the assignment of strategies to various Central Council staff members and sub-committees in line with their remit, capacity and ability. The Central Council sub-committee structure has proven to be extremely effective with regard to the implementation of the plan to date. A summary of the sub-committees which have contributed to the fulfilment of one or more strategies are listed below in line with their strategic achievements:

Action Area	Strategic Achievement	Unit Responsible
<b>Player and Member Participation</b>	❖ Reintroduction of Lá na gClubanna	▪ Comhairle do Chumann agus do Chontaetha (Club and County Advice Committee)
	❖ Launch of a Membership Card Programme	▪ Work Group led by the Chief Information Officer
	❖ Creation of Super Games Centres	▪ Forbairt ar Chluichí (Games Development Committee)
	❖ Renewal of the Award 2 Coaching Programme	▪ Forbairt ar Chluichí (Games Development Committee)
	❖ Creation of the Celtic Challenge	▪ Forbairt ar Iománaíochta (Hurling Development Committee)
	❖ Development of the Youth Forum	▪ Comhairliú don Óige (Youth Consultation Committee)
	❖ Production of an action plan to raise awareness of welfare-related resources	▪ Work Group led by the Community and Health Manager
	❖ Design of a new Children's Officer Workshop	▪ Coiste Leasa agus Cosaint na bPaistí (Child Welfare and Protection)
	❖ Enhancement of referee recruitment, training and mentoring programmes	▪ Forbairt ar Réiteoirí (Referee's Development Committee)
	❖ Introduction of a role and education programme for County Fixture Analysts	▪ An Lárchoiste Pleanála Socruithe (The Central Fixture Analysis Committee)
	❖ Proposal of a new Football Championship Structure	▪ Oifig an Ard-Stiúrthóra (Director General's Office)
	❖ Passing of motions to move inter-county minor from U18 to U17 and inter-county football from U21 to U20	▪ Oifig an Ard-Stiúrthóra (Director General's Office)
<b>Support for Club and County Volunteers</b>	❖ Delivery of a new Club Leadership Development Programme	▪ Forbairt na nOifigeach (Officer Development Committee)
	❖ Establishment of a team of 40 Leadership Associates	▪ Forbairt na nOifigeach (Officer Development Committee)

	❖ Creation of a Mentoring Programme for County Chairpersons	▪ Forbairt na nOifigeach (Officer Development Committee)
	❖ Development of the County Officer Development Conference	▪ Forbairt na nOifigeach (Officer Development Committee)
	❖ Design of online learning materials and modules for administrators	▪ Forbairt na nOifigeach (Officer Development Committee)
	❖ Review and revamp of the Club Planning Programme	▪ Forbairt na nOifigeach (Officer Development Committee)
	❖ Auditing of facilities in all county grounds	▪ Áiseanna, Sláinte agus Sábháilteacht (National Facilities/Health & Safety Committee)
<b>Governance</b>	❖ Creation and publication of GAA Governance Guidelines	▪ Coiste Iniúcháireachta (National Audit Committee)
	❖ Design of a training workshop and materials for roll-out in 2017	▪ Forbairt na nOifigeach (Officer Development Committee)
<b>Finance and Commercial</b>	❖ Approval, in principle, of a long-term strategic fund for Units	▪ Coiste Airgeadais (Financial Management Committee)
	❖ Development of the National Club Draw	▪ Coiste Airgeadais (Financial Management Committee)
	❖ Renewal of our ticketing contract with tickets.ie until 2020	▪ Coiste Airgeadais (Financial Management Committee)
	❖ Launch of a new national procurement programme	▪ Coiste Airgeadais (Financial Management Committee)
	❖ Widespread consultation on a revised strategy for the distribution of funding to Units	▪ Coiste Airgeadais (Financial Management Committee)
	❖ Framework agreement between the GAA and GPA to cover relations between the two bodies for the period 2017 – 2019	▪ Work Group appointed by An Coiste Bainistíochta
<b>Communications</b>	❖ Development of a new official GAA website	▪ Cumarsaíd agus Teicneolaíocht Faisnéise (IT & Communications Committee)
	❖ Growth of official social media accounts to over 500,000 followers	▪ Cumarsaíd agus Teicneolaíocht Faisnéise (IT & Communications Committee)
	❖ Draft of a new IT Strategy	▪ Cumarsaíd agus Teicneolaíocht Faisnéise (IT & Communications Committee)
	❖ Publication of a strategy for the promotion and use of the Irish Language	▪ Coiste na Gaeilge
<b>Cooperation within the Gaelic games family</b>	❖ Establishment of a working group to improve cooperation across the three Gaelic games organisations	▪ Oifig an Ard-Stiúrthóra (Director General's Office)
	❖ Appointment of a group to devise guidelines for a One Club approach	▪ Oifig an Ard-Stiúrthóra (Director General's Office)